



Alexa Internet

Presidio of San Francisco
PO Box 29141
San Francisco, CA
94129-0141

tel: (415) 561-6900
fax: (415) 561-6795
frontdesk@alexa.com
www.alexa.com

ALEXA INTERNET PRESS CLIPS

March 1999 to Present

MA-0210

DAILY NEWSPAPER

THE SUN
Lowell, MA

Evening Circulation - 52,508

MARCH 1, 1999



Bacon's

3985-A

ShareAware Awards: Envelope please...

The Shareware Report presents its second annual ShareAware Awards. This year's winners reinforced the adage "the best things in life are free" with our top award, The ShareAware Award, which goes to a free online internet service provider. Many of the winners in the other categories were freebies, too.



The Shareware Report

Best Internet Service: NetZero

This absolutely free Internet service has its flaws, like very slow access at times and choppy connections, and positions an unobtrusive advertisement on your desktop, but you can't argue with the price. NetZero brings Internet access to masses, and when it comes to freeware, we count ourselves among the proletariat. Download this Windows-only program from <http://www.netzero.com>; the support number is (618) 879-7255

Best Office Utility: Star Office 5.0

This full-featured office suite offers a word processor, a spreadsheet, a database, an HTML WYSIWYG editor, and everything you could want in an office package. You can download the free 62-MB program for Windows 95/98, Linux, and Solaris systems from <http://www.stardivision.com/>

Best Email Utility: Lydia

This Lydia isn't an encyclopedia, she's your personal e-mail agent. Small and petite, Kab Software's Lydia v3.1a checks up to 10 e-mail accounts for incoming mail. She doesn't download the mail from your account servers, but she lets you peek at it. Download this helpful utility from <http://www.kabsoftware.com/>. Requires Windows 95/98/NT4 and an Internet account.

Best Web Utility: Alexa

The Alexa navigation bar suggests, according to your current Web site, where you might go next. The Windows program is free and available at <http://www.alexa.com/>. A Macintosh version is promised.

Best Text Utility: CWordPad

Cetus Software has pumped up WordPad to be a muscular pretender to Word's throne, with a spelling checker to boot. You can find the free program at <http://www.cetussoft.com/>

Best Image Viewer: Ember

Ember manages, edits, and displays images in JPG, GIF, BMP, RLE, PCX, TIFF, WMF, PNG, and TGA image formats and allows format conversions. Move or copy files between folders with drag and drop. Click on a single image to zoom in or out. Need a thumbnail contact sheet or new desktop wallpaper? Let Firehand Technologies Corporation solve the problem with Ember V3.5. It's available at <http://www.firehand.com/>. Requires Windows 95 or NT.

Best Chat Utility: PowerAIM

Organize your Instant Messenger windows. BPS Software's PowerAIM V1.2 can keep your desktop clutter-free. It opens a single window with a tab for each buddy you chat with online. Shuffle between tabbed buddies quickly, capture communications using logging and set PowerAIM to stay on top of your windows so it's easily visible no matter how many additional windows you open. We use it on The Computer Report radio show to chat with listeners. It's available at <http://www.bpssoft.com/PowerAIM/>. Requires Pentium 90 Mhz (or better), 16MB RAM, Win95/98/NT, AOL/CompuServe IM 32-bit.

Best Teaching Utility:

Business Writing Punch Educational Writing Tutor

Despite its lengthy moniker, this shareware keeps an eye on your grammar and technique as you write your memo, your proposal, or your report. Find the Windows-only, 30-day trial at <http://www.aunet.net/simtel.net/win95/edu-pre.html> (file name bwppnch10.zip).

Best Music Utility: NotifyCD

Name that tune. Developed to extend the Windows 95 built-in CD player and FlexiCD Power Toy capabilities, NotifyCD plays CDs automatically and provides track names and a numbered track list from a CDDB Database of more than 160,000 albums. Available at <http://www.artech.se/~mlt/software>. Requires Windows 95 or NT.

Best Screen Saver: Winter Wonderlands

Comes with a single scene: a New England covered bridge. On you register the screen saver, however, you can add more scenes, like a Grist Mill, a Victorian house, a lighthouse, and a New England Cape home. Control the amount of snow it dumps on a chosen scene, or let the computer choose randomly the snowscapes it displays. Download it from <http://www.mnsoftsystems.com/winter> as Requires Windows 95/98/NT.

Best Game: Hardwood Solitaire II

Hardwood Solitaire II embellishes Solitaire to suit a multimedia PC. The free version offers the Klondike style of Solitaire with a few twists: You can specify optional midi files to accompany your train of thought. Play your cards right at <http://www.silvercreek.com/>

Well, those are our choices for this year. Agree? Disagree? We like to hear from you. Send Bill and Dave mail at billdave@mrn.net

Bill Dubie and Dave Sciuto co-host "The Computer Report" on their flagship station WCAP AM-980 in Lowell on Sundays at 7 am. The radio show is broadcast on several affiliate stations.



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in 2013

<http://archive.org/details/alexainternetpre19unse>

<http://www.techweb.com/se/>
directlink.cgi?WIN1999020150018

TechSearch

Thursday, March 4, 1999

Outlook Express enhancements

Finally, in version 5.0, Outlook Express gets a major upgrade, with a superb new Identity Manager for multiple users or identities. I know of no other e-mail program that does this better than the beta of Outlook Express 5.0.

Other major new features include junk e-mail filtering, a new Rules Wizard, extended rules, multiple signatures, offline news and e-mail capabilities, and Outlook 98 integrated contacts. Outlook Express 5.0 finally has all it needs to potentially supplant Eudora Pro Email as the Internet e-mailer of choice.

Where it stands

Internet Explorer 5.0 wasn't quite far enough along yet for us to make a full-fledged recommendation at press time. Based on experiences with this beta version, however, it looks like Microsoft has another winner on its hands. But Netscape has a return volley coming up, so the fracas will continue to be interesting.

--Quick View--

Internet Explorer 5.0

Bottom Line: This version is better in dozens of small ways, and it makes many common Web browsing tasks easier.

Platforms: 98, 95, NT

Pros: Peccadilloes banished; new autocomplete and custom toolbar usability features; improved search functions; better dial-up controls; Outlook Express gets major revision.

Cons: Organizing Favorites is still difficult; new search features were incomplete in this beta; new Connections dialog box could use further consideration.

Price: Free download

Microsoft Corp., 800-426-9400, 425-882-8080, Win95(R) #780

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WIRED NEWS

Watson, Come Quick! We're Online

by Ronald Warren Deutsch

12:50 p.m. - 11 Feb. 99 PST

The Library of Congress can reach its five-year goal of digitizing 5 million items from its collections and developing educational support materials and lessons by 2000, thanks to a US\$3.5 million grant from AT&T.

The grant, the largest corporate donation to the project to date, will be used to digitize the Alexander Graham Bell Family Collection and the Samuel Morse Collection. Bell's original 1876 sketches for the first telephone and his laboratory journals will be uploaded to the Library of Congress site. Morse invented the telegraph, and a copy of the first telegraph tape is one item from the Morse collection to be digitized.

"We believe that the National Digital Library is an initiative both Alexander Graham Bell and Samuel Morse would applaud, given their interest in technology to facilitate the exchange of information across great distances," said James Billington, librarian of Congress, in a statement Wednesday.

The new items will join more than 40 collections and over 500,000 items already available online through the National Digital Library's American Memory project. The project is expected to include an enormous variety of items from the Library of Congress' collection, ranging from the letters of the first 23 presidents to Matthew Brady's Civil War photographs to some of George Gershwin's original scores.

"It's a great thing for children," said Jeff Roberts, AT&T spokesman. "A kid in the Ozarks can have the same opportunities now to be exposed to these items as a kid living in Washington, DC."

AT&T reportedly donates over \$60 million a year to various organizations, with at least half going to educational projects for students.

The National Digital Library began in 1995 to create a "library without walls." Many of the items were previously only available to scholars because of their fragility and special handling needs. The Library of Congress, founded in 1800, is one of the world's largest repositories of historical artifacts and receives roughly 31,000 items a day. Billington, who received a lifetime appointment in 1987 as the 13th chief librarian, said the toughest job is deciding which items to preserve without editorializing.

Late last year, software firm Alexa donated to the library a sculpture of the Web. The installation flashes random pages taken from the more than 500,000 Web sites Alexa has archived since 1996.

Related Wired Links:

Alexa's Gift to the Government

by Wired

American Memory Project Puts History Online

11 Apr. 97



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http://www.wired.com/news/sprint_version/culture/story/16179.html?wired=24

Wired News

Thursday, March 4, 1999



Wired News

Return of the Living BBS

by [Jae Nicksel](#)

3:00 a.m. 1 Mar 99 PST

There was a time when cobbled-together technology and underground culture converged to form digital communities that felt genuine, even revolutionary. In the 1980s, few people had ever heard of the Internet. But it was the golden age of the BBS.

The remains of that heady time largely lie scattered on dusty 5 1/4-inch floppy disks and tape backups, forgotten as pimply bulletin board hackers and lone phreaks morphed into 20-something network admins and database programmers.

"It depressed me so much a year ago when I would search the Web for these terms that I remembered -- the Neon Knights, or Sherwood Forest II -- and there was nothing out there from that time period," said Jason Scott, a 28-year old Boston-area UNIX system administrator.

He might have remained wistful. Instead, Scott decided to do something about it. The result is [Textfiles.com](#), a Web site compendium of more than 9,000 rants, rereads, and revolutions-in-the-making that Scott and others accumulated during their days as teenage BBS-junkies.

"There's this whole historical aspect of online culture that was about to be lost," said Scott, who's still 30,000 files shy of posting everything he's collected onto the Web site. "I think these files have a certain character and a lot of passion that reflects that time period."

Scott first began collecting textfiles, or t-files, when he was eleven years old, using his dad's IBM PC and a Hayes 300-baud modem. While other kids exchanged source code for pirated Apple II games and long distance access codes, Scott became most interested in the texts that BBS owners and visitors traded like baseball cards -- the politically-charged, 80s version of dancing babies and office humor.

As a youthful entrepreneur, Scott had a run-in with the FBI, when he sold a recipe for nitroglycerine downloaded from a Chicago survivalist BBS to a junior high school friend for 50 cents. Confronted by his mom, his principal, and an FBI investigator, the 13-year old Scott rolled over on the BBS, which was subsequently shut down.

That didn't kill Scott's passion for collecting the bizarre and revolutionary. Textfiles.com contains everything from instructions for growing psychedelic mushrooms or scamming phone companies, to huffing occult rituals, first-hand accounts of UFO abductions, even the nitroglycerine recipe.

"It's pretty wonderful," said Howard Rheingold, author of *Virtual Communities: Homesteading on the Electronic Frontier*, and a fan of the site. "ASCII art. Who knows about ASCII art these days? But it was a big deal in BBSs and Usenet... We tend to forget, with all the attention on the Yahoos and AOLs, that where online culture came from was the idea that everyone could be the center of a scene. The Net eats its own history, but at the same time, it never quite digests it."

Scott isn't the first to attempt to archive the evanescent history of digital culture on the Web. From *Ghost Sites*, a directory of outdated Web sites, to the *Digital Landfill*, a collection of files donated from visitors' desktop trash bins, fascination with old data has become the newest craze among armchair historians.

Last year, software company [Alexa](#) donated a sculpture of the Web to the Library of Congress. The digital sculpture is built out of the more than 500,000 Web sites archived by Alexa since 1996.

While it all may smell suspiciously of nostalgia, Scott won't suffer those who long for the days before mom and pop showed up online.

"The one thing I don't hold truck with is people saying to me that everything's gone downhill since then, that the new people are ruining everything," said Scott. "It took me four years to track down all these textfiles, people can now download them in 45 minutes. That's not going downhill."

Related Wired Links:

[Tech Breathes Life into Poems](#)

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[Return of the Killer Lines](#)

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March 4, 1999

How to Separate Good Data From Bad

By TINA KELLEY

THE first rule when it comes to information found on the Web (and many other places as well): be skeptical. You would not buy a stock, write a check or believe a contentious statement from an unknown source off line -- so bring the same challenging attitude to information found on line. And don't be shy about going off line to check something: go to a library or pick up a phone to check.

Here are a handful of suggestions to help surfers assess information they find on line.

Know the source. If you recognize the source and are sure that particular source is running the site, you are likely to be on solid ground. Don't forget, though, that some of the people who are running sites are trying to confuse you: www.amnesty-tunisia.org and www.amnesty.org/tunisia, for instance, carry opposing messages. Don't forget that hackers can sometimes commandeer legitimate sites.

Check to see if the site is objective, or at least takes account of opposing points of view.

Pay close attention to when a site was most recently updated. The last revision dates of some sites can be determined by using a feature of the Netscape Navigator browser. Click the View option and go to Page Info to see information on when the site was last revised. (Internet Explorer has no similar function.) Other Web pages display "last updated" lines -- which in themselves are, of course, hard to verify.

Related Article[Whales in the Minnesota River?](#)(March 4, 1999)

Gauge a site's credibility by seeing who runs it. To check, go to rs.internic.net and use the "whois" search of the database of registered domain names run by Internic, an organization that is the registry for the most recognized categories of Internet domains. While Internic can give a name and contact information, be aware that this information is not conclusive. But if you can get an idea of who runs the site, you can better judge its information. Some people use Web navigation software called [Alexa](#), which can be downloaded free from www.alexa.com and includes source and other information. (Its performance can be quirky.)

Pay attention to whether a site's address, or U.R.L., ends with .com (for commercial), .org (technically for nonprofit organizations), .gov (for government), .net (for network) or .edu (for educational). While many .edu sites

describe bona fide research, others are individual home pages of people affiliated with the institution, with information that is harder to verify. It is also true that anybody with a little bit of money can get a .com, .org or .net site, so the suffix is in no way definitive -- a strip miner could register lovethenvironment.org. Foreign Web sites have different suffixes: .ca for Canada, .ru for Russia and so on.

Ask yourself if banner advertisements change your impression of a page, either compromising the content of the page or lending it credibility by representing an advertiser's implicit vote of confidence in the site.

If you see a tilde (as in ~jdoe) in a Web site's address, that's usually a sign of a personal home page. The tilde might occur in an .edu address, suggesting that the page's owner is a professor or student at a college or university. "Chances are they're not a major, major entity," said Reva Basch, author of "Researching on Line for Dummies" (Dummies Technology Press, 1998), of tilde-site owners. Often a clue that a site is a personal page is an address that includes "geocities," "tripod" or "members.aol.com".

If you come across unfamiliar topics or Web site authors, run their names through a search engine or Dejanews.com -- a search engine of newsgroups -- to see what others have said about them. Dejanews is a huge and often fractious collection of personal opinions, some of them highly misleading or incomprehensible and some well informed.

Consider contacting a Web site owner directly, perhaps using an E-mail address or phone number from the site, or perhaps using the fruits of your Internic search.

"If you have doubts about a person's credentials, send him an E-mail," said Paul Gilster, author of "Digital Literacy" (Wiley Computer Publishing, 1997), and beware sites that offer no address or do not respond.

"You should be able to use the technology to solve the problem the technology creates."

A long and complicated Web address is another warning sign, but someone trying to find out more about a site with an ungainly address can delete parts of it from right to left. "If I'm presented with information like that, I always like to back up level by level, slash by slash and see where I am and what other information is there like that," Ms. Basch said. Barbara Quint, editor of Searcher magazine, also sees the value of exploring a site from top to bottom. "I'm coming through the front door," she said. "I want to look around at the building before I find myself at somebody's broom closet."

Pay attention to hyperlinks, the small Web addresses appearing at the bottom of the screen when you move the mouse across a Web page. "A good page, one using the Internet well, not only has internal links, but also points outward to other parts of information," Mr. Gilster said. "If I have a good idea, it's to my advantage for you to look at other ideas, to prove to you that mine is the best. Web pages that are completely inward turning, where all the information only points to the same server, should raise an alarm flag."

Esther Grassian at the U.C.L.A. College Library urges surfers to look for sites that refer to print and other off-line resources.

Look for sites like Cnet.com that include a page of corrections, which are rare but appreciated (provided the corrections aren't too plentiful)

Beware of sites with lots of spelling and grammatical errors. "It's hard to believe anyone doing serious work would put up a Web page loaded with that sort of problem," Mr. Gilster said.

Lack of attention to such detail could indicate less-than-rigorous content. (Some sites run by non-English speakers can be an exception.)

Related Sites

These sites are not part of The New York Times on the Web, and The Times has no control over their content or availability.

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The right information, finding current information (i.e., what's changed since you last searched), and keeping track of what you've found so you can use it later.

In this column, I'll look at three PC applications that automate the searching for you. They rummage through major search engines and obscure Web sites you probably didn't even know existed—all with little or no effort on your part and at blinding speeds to boot.

BEE LINE

The smallest, simplest, and, at \$24.95, cheapest of the three search tools is Bee-Line (Transcom Software, 415/292-0160, www.transcomsoft.com), which is surprisingly powerful for its size.

To start a Bee-Line search, simply run the program, connect to the Internet, and type in a natural language question like, What is XML? You can search any combination of five targets—Web, news sites, Usenet newsgroups, downloadable software sites, and e-mail directories—and limit your search to look for All the Words (AND), Any Word (OR), or Exact Phrase (WITH). If you want to exclude a word (NOT), click the drop-down box and type it in; excluded words are saved, as are searches, in case you want to run them later. Bee-Line also highlights possible misspellings and

with a couple of clicks. The results are grouped under the search engine that found them and ranked in order of relevance, a default setting that can be changed. Each result can be expanded to show a brief extract from the page, along with more suggestions on where to find similar information from Alexa (an application Bee-Line uses to direct users to other helpful sites). You can save the whole result screen in HTML format for later reference or for sharing with others.

Bee-Line looks through 36 major search engines, including Excite, Info-Seek, and Lycos. You can't add your own search engines to the hunt, but you can drop the ones you don't want and change the order in which the sites are contacted. For example, under NewsGroups, you'll see that AltaVista, DejaNews, and Reference.com are searched in that order. But if you want to search DejaNews first, just highlight it and click the *Move Item* button. Unfortunately, Bee-Line can't search for images or sounds.

Bee-Line is best at quick and dirty searches, for people who only search occasionally and aren't obsessed with having the latest information. But that's not to say it doesn't work. When I first used Bee-Line, it found truly relevant hits and sorted them well. It was also reasonably fast, although wading out the

for specific information. Best of all, Bee-Line can run your searches automatically at times you determine.

The program has several components. The Manager interface lets you create, review, and edit your saved and in-progress searches. The Intelligent Search Agent looks at specific sites for different subjects. The Rapid Discovery Engine, which ranks hits by relevancy, removes duplicates and dead links, and filters and refines searches. Finally, the Information Tracker is the automatic search-and-retrieve program that keeps on top of your chosen subjects.

To do a manual search with Bee-Line, you open the Manager and select an agent for collection of sites to be searched. Let's suppose you want to look for news. Click the *News Finder*, choose one of the topics that Bee-Line presents—the list includes business, computing, entertainment, political, science, and sports news—and a search dialog box pops up. At this point, you can simply input a few terms and let Bee-Line do the work. Or you can refine the search with Boolean terms by using the Power Query option. With Power Query you can really tighten the screws on your search. For example, *George NEAR3 Bush* (where "3" is the number of words allowed between the terms) will only get

SOUTHERN CALIFORNIA COMPUTER CURRENTS

I found Bullseye incredibly fast. Tracking a search simply means that you save the terms, sites to be searched, and search method (whether you want them analyzed) for the Information Tracker to automatically run. If you tell it your preferred connection, it will automatically dial, do the search, hang up, and play a pleasant chime when the results are in. You can schedule the tracker to run when you like: every hour, every week, whenever.

Once you've got Bullseye set up to your liking, it's powerful and easy to use. It's especially good at finding

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STAYING AHEAD OF THE COMPETITION WITH THE LATEST INFORMATION

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Bacon's

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BUSINESS

By ELIZABETH POWELL CROWE



online

Three Coins in the Fountain

Searching the Net from your desktop

In the old Clifton Webb movie, three girls throw coins into a fountain, hoping to find true love. That's pretty much how most of us search the Net: We toss in our coins, make our wishes, and hope for the best. Sometimes our dreams come true, and sometimes they don't. Searching for information online presents three recurring problems: finding

dead and redundant links; took a bit longer than you want; the original list. You can download a 15-day trial version of Beeline from www.transcoursel.com/beeline.

BUSINESS

Beeline (Intelligence, 51 1/2 to 0.00, www.intelligence.com) does all of the above and more—and that's what you expect at six times the price. But the extra features may well be worth it. The program comes with a query wizard to help you build powerful Boolean searches, and multiple Beeline, which scans three dozen search sites, and information providers. Beeline sits through more than 300 sources. It also features sort options and filters aplenty, a bookmark manager, and preset "agents" that search

your George W. Bush or George Bush, not George Burns and Barbara Bush on the same page. Or, if you want to search for sounds or pictures, simply adjust the extension settings to WAV or JPG. As with Beeline, you can eliminate specific search sites from the hunt.

When all is to your liking, click Search. The results window fills within seconds. For each result on the list, you can choose to view the highlights, a summary, and the search keywords that appeared on the page; you can even add your own notes about the link. Of course, if you want the program to analyze and report on the results, the actual pages will be saved to your disk, which takes more time. But having the program analyze the pages is faster than reading each one yourself. Even with the analyses

Continued from page 75

detailed, specific information on an ongoing basis, such as breaking news about Y2K or the latest in graphics-editing software. In my tests, I consistently got useful, current, and highly relevant results. A 30-day trial download is available at www.intelliseek.com/besedown.htm.

ENFISH TRACKERPRO

Imagine being able to organize all the documents, e-mail messages, spreadsheets, addresses, Internet resources, and notes for one project. Imagine a program that keeps up with any new information that fits your searching, sorting, and filtering instructions. Imagine being able to search your whole hard drive for a reference to a specific word, phrase, or even picture.

Welcome to Enfish TrackerPro (Enfish Technology, 888/222-3634, www.enfish.com). This program does everything BeeLine and BullsEye do, but it also searches your local disk, network, and intranet to help you not only find, but also keep up with, the information you need.

well as in a package at your favorite computer store.

YOUR BEST BET

Are these programs worth the money, or are you better off using a free service like Intoseek? It depends on your budget and work habits. You have to decide how badly you need to keep abreast of interesting information and how disorganized your life would be without some structure. BeeLine is best for those who do occasional searches and don't want to spend their lives learning the best way to do it. BullsEye works best for frequent, heavy-duty, and time-sensitive searches—especially those that must be shared among a group of people, like a project team. And TrackerPro is a great program for getting what you already have organized. For searching the Internet, TrackerPro is really no better than doing it yourself, except that the results can be saved and indexed for future reference. Personally, I'd probably use BullsEye most often, though it has far more firepower than most people need. But I'd give BeeLine to my Internet-newbie mother in a heartbeat. With its wide range of search engines and easy-to-use

TrackerPro can search e-mail in AOL Mail, ccMail, Eudora, Exchange, Lotus Notes, Netscape Communicator, Outlook, or Outlook Express. It even searches inside e-mail attachments. It can access and index contact information in ACT, Goldmine, or Outlook. It also indexes the contents of your bookmarked Web pages. Talk about having your ducks in a row—this thing might even get them to quack in unison.

You can choose one of four search sites: Excite, AltaVista, Yahoo, and Infoseek. (However, you can't select all four at once, which is a major disadvantage.) Any result lists can be saved as "trackers"—searches to repeat. TrackerPro will then watch your hard drive, bookmarks, and downloaded material to note when those keywords appear, and it will add them to the list whenever you repeat the search. Further, TrackerPro indexes whatever search terms you plug in, and based on that information, the program can suggest other terms you might want to track.

Enfish does a good job of finding different resources on the same topic, although overall I didn't think its results were as complete as those of BeeLine or BullsEye. But at \$79.95, this program is a real gem. It's available online for a 45-day free trial at www.enfish.com, as

interface, it would make ner recipe searches a snap. ★

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Contributing Editor Elizabeth Crowe specializes in online services, online research, and information brokering. She's the author of *The Electronic Traveler*, *Information for Sale* (with John Everett), and *Genealogy Online*, Web Edition. You can reach her via libbr_powell_crowe@bigfoot.com or care of Computer Currents.

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THE SUN
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Evening Circulation - 52,508

MARCH 1, 1999



Bacon's

2/28/99

ShareAware Awards: Envelope please...

The Shareware Report presents its second annual ShareAware Awards. This year's winners reinforced the adage "the best things in life are free" with our top award, The ShareAware Award, which goes to a free online internet service provider. Many of the winners in the other categories were freebies, too.



The Shareware Report

Best Internet Service: NetZero

This absolutely free Internet service has its flaws, like very slow access at times and choppy connections, and positions an unobtrusive advertisement on your desktop, but you can't argue with the price. NetZero brings Internet access to masses, and when it comes to freeware, we count ourselves among the proletariat. Download this Windows-only program from <http://www.netzero.com>; the support number is (818) 879-7255.

Best Office Utility: Star Office 5.0

This full-featured office suite offers a word processor, a spreadsheet, a database, an HTML WYSIWYG editor, and everything you could want in an office package. You can download the free 62-MB program for Windows 95/98, Linux, and Solaris systems from <http://www.stardivision.com/>.

Best Email Utility: Lydia

This Lydia isn't an encyclopedia, she's your personal e-mail agent. Small and petite, Kab Software's Lydia v3.1a checks up to 10 e-mail accounts for incoming mail. She doesn't download the mail from your account servers, but she lets you peek at it. Download this helpful utility from <http://www.kabsoftware.com/>. Requires Windows 95/98/NT4 and an Internet account.

Best Web Utility: Alexa

The Alexa navigation bar suggests, according to your current Web site, where you might go next. The Windows program is free and available at <http://www.alexa.com/>. A Macintosh version is promised.

Best Text Utility: CWordPad

Cetus Software has pumped up WordPad to be a muscular pretender to Word's throne, with a spelling checker to boot. You can find the free program at <http://www.cetussoft.com/>.

Best Image Viewer: Ember

Ember manages, edits, and displays images in JPG, GIF, BMP, RLE, PCX, TIFF, WMF, PNG, and TGA image formats and allows format conversions. Move or copy files between folders with drag and drop. Click on a single image to zoom in or out. Need a thumbnail contact sheet or new desktop wallpaper? Let Firehand Technologies Corporation solve the problem with Ember V3.5. It's available at <http://www.firehand.com/>. Requires Windows 95 or NT.

Best Chat Utility: PowerAIM

Organize your Instant Messenger windows. BPS Software's PowerAIM V1.2 can keep your desktop clutter-free. It opens a single window with a tab for each buddy you chat with online. Shuffle between tabbed buddies quickly, capture communications using logging and set PowerAIM to stay on top of your windows so it's easily visible no matter how many additional windows you open. We use it on The Computer Report radio show to chat with listeners. It's available at <http://www.bpssoft.com/PowerAIM/>. Requires Pentium 90 MHz or better, 16MB RAM, Win95/98/NT, AOL CompuServe IM 32-bit.

Best Teaching Utility:

Business Writing Punch Educational Writing Tutor. Despite its lengthy moniker, this shareware keeps an eye on your grammar and technique as you write your memo, your proposal, or your report. Find the Windows-only, 30-day trial at <http://www.nuri.net/~simtel.net/win95/edu-pre.html> (file name bwpnch10.zip).

Best Music Utility: NotrCD

Name that tune. Developed to extend the Windows 95 built-in CD player and FlexiCD Power Toy capabilities, NotrCD plays CDs automatically and provides track names and a numbered track list from a CDDB Database of more than 160,000 albums. Available at <http://www.artech.se/~mit/software>. Requires Windows 95 or NT.

Best Screen Saver: Winter Wonderlands

Comes with a single scene: a New England covered bridge. Once you register the screen saver, however, you can add more scenes, like a Grist Mill, a Victorian house, a lighthouse, and a New England Cape home. Control the amount of snow it dumps on a chosen scene, or let the computer choose randomly the snowscapes it displays. Download it from <http://www.risoftware.com/winter.asp>. Requires Windows 95/98/NT.

Best Game: Hardwood Solitaire II

Hardwood Solitaire II embellishes Solitaire to suit a multimedia PC. The free version offers the Klondike style of Solitaire with a few twists: You can specify optional midi files to accompany your train of thought. Play your cards right at <http://www.silvercrk.com/>.

Well, those are our choices for this year. Agree? Disagree? We'd like to hear from you. Send Bill and Dave mail at billdave@nir.net.

Bill Dubie and Dave Sciuto co-host "The Computer Report" on their flagship station WCAPAM-980 in Lowell on Sundays at 7 am. The radio show is broadcast on several affiliate stations.

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WIRED NEWS

Return of the Living BBS

by Joe Nickell

1:00 am - 1 Mar 99 PST

There was a time when cobbled-together technology and underground culture converged to form digital communities that felt genuine, even revolutionary. In the 1980s, few people had ever heard of the Internet. But it was the golden age of the BBS.

The remains of that heady time largely lie scattered on dusty 5 1/4-inch floppy disks and tape backups, forgotten as pimply bulletin board hackers and fone phreaks morphed into 20-something network admins and database programmers.

"It depressed me so much a year ago when I would search the Web for these terms that I remembered -- the Neon Knights, or Sherwood Forest II -- and there was nothing out there from that time period," said Jason Scott, a 28-year old Boston-area UNIX system administrator.

He might have remained wistful. Instead, Scott decided to do something about it. The result is Textiles.com, a Web site compendium of more than 9,000 rants, recipes, and revolutions-in-the-making that Scott and others accumulated during their days as teenage BBS-junkies.

"There's this whole historical aspect of online culture that was about to be lost," said Scott, who's still 30,000 files shy of posting everything he's collected onto the Web site. "I think these files have a certain character and a lot of passion that reflects that time period."

Scott first began collecting textfiles, or t-files, when he was eleven years old, using his dad's IBM PC and a Hayes 300-baud modem. While other kids exchanged source code for pirated Apple II games and long distance access codes, Scott became most interested in the texts that BBS owners and visitors traded like baseball cards -- the politically-charged, 80s version of dancing babies and office humor.

As a youthful entrepreneur, Scott had a run-in with the FBI, when he sold a recipe for nitroglycerine downloaded from a Chicago survivalist BBS to a junior high school friend for 50 cents. Confronted by his mom, his principal, and an FBI investigator, the 13-year old Scott rolled over on the BBS, which was subsequently shut down.

That didn't kill Scott's passion for collecting the bizarre and revolutionary. Textiles.com contains everything from instructions for [growing psilocybel mushrooms](#) or [scamming phone companies](#), to baffling [occult rituals](#), first-hand accounts of [LFO abductions](#), even the [nitroglycerine recipe](#).

"It's pretty wonderful," said Howard Rheingold, author of *Virtual Communities: Homesteading on the Electronic Frontier*, and a fan of the site. "ASCII art. Who knows about ASCII art these days? But it was a big deal in BBSs and Usenet.... We tend to forget, with all the attention on the Yahoos and AOLs, that where online culture came from was the idea that everyone could be the center of a scene. The Net eats its own history, but at the same time, it never quite digests it."

Scott isn't the first to attempt to archive the evanescent history of digital culture on the Web. From [Ghost Sites](#), a directory of outdated Web sites, to the [Digital Landfill](#), a collection of files donated from visitors' desktop trash bins, fascination with old data has become the newest craze among armchair historians.

Last year, software company [Alexa](#) donated a [sculpture of the Web](#) to the Library of Congress. The digital sculpture is built out of the more than 500,000 Web sites archived by Alexa since 1996.

While it all may smell suspiciously of nostalgia, Scott won't suffer those who long for the days before mom and pop showed up online.

"The one thing I don't hold truck with is people saying to me that everything's gone downhill since then, that the new people are ruining everything," said Scott. "It took me four years to track down all these textfiles; people can now download them in 45 minutes. That's not going downhill."

Related Wired Links:

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March 01, 1999, Issue: 1003

Section: Features

Inside Internet Explorer 5.0

Scot Finnie, Senior Technology Editor

The new IE is more convenient, flexible and customizable than earlier versions. Our visual guide to the latest browser shows you how to tap into these hot new features.

Internet Explorer 5.0 ... Is it just another piece of bloated dribbleware to crowd your Desktop and clog your CPU-or do you really need it? Our tests reveal Microsoft actually streamlined IE, making it lighter and easier to use; even in its current beta form, IE 5.0 is worth the download. The improvements are mostly subtle, but the sum of the modifications adds up to a better browsing experience than its predecessor provided.

We'll take you on a screen-by-screen tour of what's new in IE 5.0 and show you how to use the upgrade to easily and quickly get the Internet information you need for your business. You'll find detailed looks at six updated areas:

- New toolbars and Explorer Bars
- An improved search component
- Tweaks (albeit only a few) to Favorites management
- A new look for Outlook Express
- Updates to the Internet Control Panel
- A smarter setup routine

Internet Explorer 5.0 won't turn the browser world on its ear-in fact, one of its best attributes is that if you already use IE 4.0, you'll feel instantly at home in IE 5.0. Take a look for yourself.

Toolbars and Explorer Bars

dependent include

IE 5.0 now lets you mix and match the buttons on your toolbar, so you can customize your browsing environment specifically to your needs. The Explorer Bars (Search, History and Favorites, for example) also retain their states-so the next time you launch them, their size will be the same, and the last one you had open before closing IE will reopen the next time you launch the browser.

- IE 5.0's new Customize Toolbar dialog (View/Toolbars/Customize) makes it easy to add or remove any button-including Cut, Copy, Paste, Favorites, Refresh and Font Size. New buttons include Encoding, and revised Edit and Mail buttons. Just select and deselect the desired buttons, and click on Add or Remove.
- Two convenient drop-down menus also let you control the appearance of your toolbar buttons.
- You can include a new Folders button, which launches a view of your hard drive folders, network drives and FTP folders. This essentially makes a traditional Windows Explorer-like view available right from the toolbar.
- The main toolbar offers a new built-in drop-down menu that shows the contents of the Links bar. This is especially helpful if you have a lot of links and screen real estate is limited. The beta we looked at, however, didn't show folders.
- The improved History bar makes it easier to view your browsing history. Organize entries by date, site, the order you surfed them today or frequency of visits. And you can now search your History items with a single click.

Search Assistant

Searching the Internet is easier with IE 5.0. A new wizard-like Search bar provides instant access to several types of engines-including those to find people, e-mail addresses, companies and newsgroups. Best of all, everything is customizable.

- IE 5.0's new Search Assistant (View/Explorer Bars/Search) lets you focus searches by choosing from a number of search resources-just click on any of the categories. The improved Search bar now includes buttons for New (search), Next (results page), Customize and Help.
- It can even save your most recent search queries, so you don't have to reenter the criteria if you want to repeat a search.
- Customize a search by simply selecting the engines for each search category. Web pages and personal addresses are shown here, for example, but you can scroll further down the page to select a specific engine for any type of search category.

Favorites

IE 5.0 still has several shortcomings when it comes to Favorites management, but Microsoft has added some nifty features that can make organizing your Favorites a little easier.

- The Favorites menu now includes a refined Context menu for each entry. Just right-click on any Favorites entry to rename it, to make it available for offline browsing or to sort all your Favorites by name.
- The new Organize Favorites dialog box doesn't offer a lot of improvements. You can now stretch the window to resize it, but you still can't see very many Favorites at once.

It also doesn't remember its size or position, or even let you open a Web page directly from the dialog.

- The Add Favorites dialog remembers its state, so it can always show a Favorites hierarchy navigation window. The new interface is less confusing than before and could save a click each time you add a Favorite.
- The Explorer Bar version of Favorites (View/Explorer Bars/Favorites) is a better tool for managing your Favorites. You'll see buttons for adding a Favorite and for opening the Organize Favorites dialog. You can also rename Favorites from this view.

Outlook Express

If you use Outlook Express as your Internet mail client, you'll be pleasantly surprised by the new features in IE 5.0's integrated e-mail app, such as a new rules wizard, junk mail filtering and integrated Outlook 98 contacts. A slick new interface complements these enhancements.

- Outlook Express 5.0's new look draws heavily on big brother Outlook 98 (and Outlook 2000). The new Start page offers separate sections: E-mail, Newsgroups, Contacts and Tip of the Day.
- The Identity Manager is one of Outlook Express' best new features. It lets you set up multiple users or identities-ideal if you share your PC with other users-or configure separate accounts for work and personal projects. This lets you maintain separate e-mail settings, folders, mail, signatures, news subscriptions and more-for each of several accounts or multiple identities. Outlook Express exits and restarts itself when you switch an identity, but does not lose the current Internet connection in the process.

Internet Control Panel

The improved Internet Control Panel-located in IE 5.0's Tools/Internet

Options menu-adds some subtle, yet very useful features.

- The Connections tab now lets you configure multiple dial-up connectoids and proxy settings-you no longer need to alter your default setting when dialing another connection. You can also set any connectoid as your default dial-up.

- If you're a Web author, you'll appreciate the new option for default HTML Editor under the revised Programs tab. Unfortunately, you can select only Notepad or FrontPage.

Setup

If you're convinced that IE 5.0 is worth the download, you should also consider the new setup process. Like the rest of IE 5.0, it's fast, flexible and feature-rich-and you can't expect much more from an installation routine.

- The list of components you can optionally install with IE 5.0 is quite long-about 20 options-but the installer readily recognizes what you already have on your system-without resorting to a Web page to show you those components.

- Setup's new Advanced button offers three options when installing:

1. You can prevent IE 5.0 from "stealing" file associations for Web and multimedia file types-particularly helpful for preserving associations with preferred multimedia or communications apps.
2. The new Compatibility mode lets you run IE 5.0 alongside IE 4.0 (including Channels) on the same machine, which is great for beta testers and Web developers who need to create content for both IE 4.0 and IE 5.0.
3. You can also choose to only download the setup files, without installing them right away. This is helpful if you just need the setup files for network installations, for example.

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March 4, 1999

How to Separate Good Data From Bad

By TINA KELLEY

THE first rule when it comes to information found on the Web (and many other places as well): be skeptical. You would not buy a stock, write a check or believe a contentious statement from an unknown source off line -- so bring the same challenging attitude to information found on line. And don't be shy about going off line to check something: go to a library or pick up a phone to check.

Here are a handful of suggestions to help surfers assess information they find on line.

Know the source. If you recognize the source and are sure that particular source is running the site, you are likely to be on solid ground. Don't forget, though, that some of the people who are running sites are trying to confuse you: www.amnesty-tunisia.org and www.amnesty.org/tunisia, for instance, carry opposing messages. Don't forget that hackers can sometimes commandeer legitimate sites.

Check to see if the site is objective, or at least takes account of opposing points of view.

Pay close attention to when a site was most recently updated. The last revision dates of some sites can be determined by using a feature of the Netscape Navigator browser. Click the View option and go to Page Info to see information on when the site was last revised. (Internet Explorer has no similar function.) Other Web pages display "last updated" lines -- which in themselves are, of course, hard to verify.

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Gauge a site's credibility by seeing who runs it. To check, go to rs.internic.net and use the "whois" search of the database of registered domain names run by Internic, an organization that is the registry for the most recognized categories of Internet domains. While Internic can give a name and contact information, be aware that this information is not conclusive. But if you can get an idea of who runs the site, you can better judge its information. Some people use Web navigation software called [Alexa](http://www.alexa.com), which can be downloaded free from www.alexa.com and includes source and other information. (Its performance can be quirky.)

Pay attention to whether a site's address, or U.R.L., ends with .com (for commercial), .org (technically for nonprofit organizations), .gov (for government), .net (for network) or .edu (for educational). While many .edu sites describe bona fide research, others are individual home pages of people affiliated with the institution, with information that is harder to verify. It is also true that anybody with a little bit of money can get a .com, .org or .net site, so the suffix is in no way definitive -- a strip miner could register lovetheenvironment.org. Foreign Web sites have different suffixes: .ca for Canada, .ru for Russia and so on.

Ask yourself if banner advertisements change your impression of a page, either compromising the content of the page or lending it credibility by representing an advertiser's implicit vote of confidence in the site.

If you see a tilde (as in ~jdoe) in a Web site's address, that's usually a sign of a personal home page. The tilde might occur in an .edu address, suggesting that the page's owner is a professor or student at a college or university. "Chances are they're not a major, major entity," said Reva Basch, author of "Researching on Line for Dummies" (Dummies Technology Press, 1998), of tilde-site owners. Often a clue that a site is a personal page is an address that includes "geocities," "tripod" or "members.aol.com".

If you come across unfamiliar topics or Web site authors, run their names through a search engine or Dejanews.com -- a search engine of newsgroups -- to see what others have said about them. Dejanews is a huge and often fractious collection of personal opinions, some of them highly misleading or incomprehensible and some well informed.

Consider contacting a Web site owner directly, perhaps using an E-mail address or phone number from the site, or perhaps using the fruits of your Internic search.

"If you have doubts about a person's credentials, send him an E-mail," said Paul Gilster, author of "Digital Literacy" (Wiley Computer Publishing, 1997), and beware sites that offer no address or do not respond.

"You should be able to use the technology to solve the problem the technology creates."

A long and complicated Web address is another warning sign, but someone trying to find out more about a site with an ungainly address can delete parts of it from right to left. "If I'm presented with information like that, I always like to back up level by level, slash by slash and see where I am and what other information is there like that," Ms. Basch said. Barbara Quint, editor of Searcher magazine, also sees the value of exploring a site from top to bottom. "I'm coming through the front door," she said. "I want to look around at the building before I find myself at somebody's broom closet."

Pay attention to hyperlinks, the small Web addresses appearing at the bottom of the screen when you move the mouse across a Web page. "A good page, one using the **Internet** well, not only has internal links, but also points outward to other parts of information," Mr. Gilster said. "If I have a good idea, it's to my advantage for you to look at other ideas, to prove to you that mine is the best. Web pages that are completely inward turning, where all the information only points to the same server, should raise an alarm flag."

Esther Grassian at the U.C.L.A. College Library urges surfers to look for sites that refer to print and other off-line resources.

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Lack of attention to such detail could indicate less-than-rigorous content. (Some sites run by non-English speakers can be an exception.)

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NY - 0360

DAILY NEWSPAPER

THE NEW YORK TIMES

New York, NY

Morning Circulation - 1,074,741

NATIONAL EDITION

MARCH 4, 1999



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SHOPGUIDE NEWS



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Monday, March 15

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Everything's Coming up Flowers

Domain name opens Internet doors for eflowers.com

By Michele Marrinan, ShopGuideNews Reporter

A Web site by any other name wouldn't attract as many visitors.

At least that's what Flowers Direct thought when it bought the eflowers.com domain name for a reported \$50,000 just days before Valentine's Day. Though it has no definite numbers, the online floral company saw its traffic increase by thousands of visitors during the Valentine's Day weekend.

"We think that out of all the URLs that are currently being used, eflowers has the most brand awareness," says Michael McCloskey, director of sales and marketing at Flowers Direct. "If we were going to compete with companies like 1-800-Flowers, which has the ultimate brand recognition in the industry, we needed something that would set us apart. We think eflowers.com, at least from an Internet standpoint, gives us that advantage."

Eflowers.com may scream "buy flowers on the Internet," but Flowers Direct has a long way to go if it's going to compete with more established brands like 1-800-Flowers (<http://www.1-800-flowers.com>) and FTD (<http://www.ftd.com>). According to Alexa Internet (<http://www.alexa.com>), a free Web navigation and information service, 1-800-Flowers attracted the most visitors of any online floral shop—65 percent more than runner-up FTD.

"1-800-Flowers has done an incredible job promoting themselves on the Web," says Darian Patchin, Alexa's director of media and distribution. "I don't think FTD has done quite as much or made themselves as visible as 1-800-Flowers."

But the opportunity is there for up-and-comers like eflowers.com. Floral arrangements ranked second among Valentine's Day gifts purchased online. Cards were most popular, followed by flowers, chocolate and lingerie. The appeal of ordering flowers online will only grow, says Patchin.

"I think the appeal is ease of use," he says. "You can go to a Web site, put your credit card information in quickly, pick the bouquet you want. You're not going to get upsold to something else. You just pick what you want and write a card online."

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WEB DATA

TAPPING THE P

Web sites can offer a wealth of customer data; smart companies are mining, analyzing, and acting on it for competitive advantage

BY CLINTON WILDER

The first wave of Web development is over. Almost all organizations have Web sites, and most of their customers are comfortable doing business online. The second wave is under way, turning those Web sites into powerful customer service and marketing tools. It's not making sense to build a Web site unless you have a strategy for the collection, analysis, and use of the information it generates.

The Web is a gold mine of customer information, but it's a mine that's difficult to dig through. It's complex, having no central command and control, and it generates data that can be overwhelming. The most popular sites generate more than one million page views a day. Barnesandnoble.com receives more than 1 million unique visitors every month, and Amazon.com processes more than 2.5 million orders a day. And the numbers are growing—Amazon.com's sales in 1998 were 300% more than in 1997.

Savvy companies are mining this flood of data. They're embracing it for companies that can't afford a direct pipeline to customer behavior, taste, and opinion—the value of which can't be approached by market research reports, direct mail, response rates, or focus groups. "We like to use data," says Angie Snelling, director of electronic commerce for machine tools manufacturer Milacron Inc. "We want to know everything."

Figuring it out isn't easy. There's the ever-present privacy issue. Most companies insist that they use Web data to analyze behavior by groups, not individuals. Products to help collate and categorize Web data are immature or scattered across several categories. And the expense to fully exploit Web data in most companies cuts across several business areas.

As sites move from driving traffic to really focusing on return on investment, that makes a whole different kind of tracking and data mining necessary, says Pyramith Liu, director of sales/company stores for PC maker Acer America Corp. in San Jose, Calif. Acer is building tools that will track online customer behavior inside its Web site's firewall. That data will help the company understand, for example, what a customer does after buying a product, rather than just which banner ad the customer clicked on or which link he or she followed to the site, says Liu.

Acer is also working with Open Market Inc., its

Back talk: Milacron can make R&D decisions based on direct feedback, says Snelling.

Photos by Gordon Marinko (left) and Catrina Genovese

E PIPELINE

over, the e-commerce server vendor, to develop better data collection and analysis tools for Open Market's Transact server and LiveCommerce electronic catalog products. Open Market has just finished defining requirements and is now saving the development process for a data collection, storage and management module for those products, with delivery planned for the third quarter.

"Log file analysis is not the answer," says Paul Baier, vice president of enterprise marketing at Open Market. Instead of long lists of raw numbers, business users need data digested so they can access it, says Baier. For example, marketers need to be able to interpret the interplay between promotions and customer orders. "The key is getting the data out in more than a nontechnical format," Baier says.

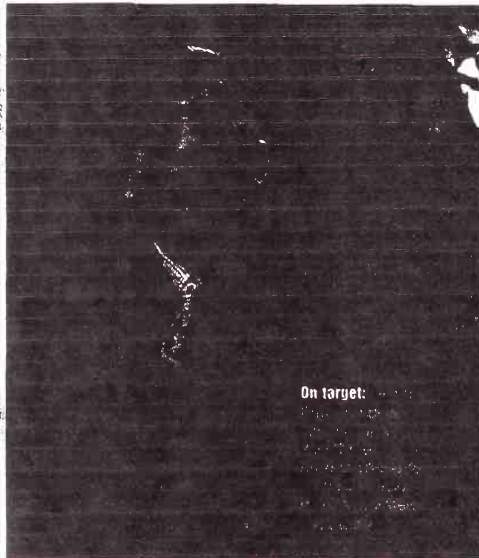
Another key, say analysts, is focus. "The companies doing this effectively don't collect all that much information," says Steven Johnson, co-director of the E-commerce program at Andersen Consulting. "It's not so much collecting it, but choosing to act in response to it."

Milacron launched its business-to-business Web site two months ago to sell its machine tools online. The company is analyzing the online technical information that helps its customers seek in a section called The Wizard, and routing that intelligence to his research and development engineers. "For the first time, we can start to make R&D decisions based on actual data—X many people say they want this type of product improvement," says Snelling.

Direct Links

For companies such as Milacron that sell mainly through distributors or other third-party channels, the Internet represents the most direct information link they've ever had to their ultimate end customers. The Web opens up to people we never talked to before," says Phil Gibson, director of interactive marketing at National Semiconductor Corp., which posted one of the first searchable electronic catalogs on the Net in 1996. "We used to get feedback, but it was always third- or fourth-party. Now it's direct and immediate. It comes in off the Web site, right from the design engineer's standpoint."

National Semiconductor divides the Web data it captures into "digital" and "analog." Digital refers to Web site usage statistics; the company uses Accrue Software Inc.'s Accrue Insight to capture navigational data, such as how many clicks it takes a user to reach specific areas



On target:

of the site. Based on that data, National Semiconductor reduced the average number of screens a user must click through from seven to two, says Gibson.

Analog information consists of customer E-mail messages, and National Semiconductor employs technology to analyze those, too. The company wrote Lotus Notes-based automatic filtering programs that take E-mail messages from a Domino server and route them to the appropriate product manager. "Every product line marketing person gets a report on how their product is doing online," says Gibson. "The click-through activity from Accrue, the E-mails, and the sales forecasts from our resellers are all imported into Notes, and those three together give you a pretty good picture." Based partially on Web-site feedback, National Semiconductor has expanded its product line of temperature sensor chips

WEB DATA

from three devices generating less than \$10 million in annual sales to some 25 products generating more than \$100 million in revenue. The chipmaker also used Web data to support the decision to phase out some 3,000 low-selling chips from its product line of 8,000 devices.

Third-Party Help

Partly because analyzing Web data is so difficult, some companies use a third-party service to collect the data and help put it to marketing and business use. The New York Times Co. uses IBM's SurfAid Analytics, a combination of data mining products and services, to help determine how users are interacting with the publishing company's Web site.

The site, New York Times On The Web, requires a visitor to fill out a registration form that asks for his or her E-mail address, age, gender, income, and ZIP code. The site also captures "technographic" data about the user's computer, such as what operating system and browser it uses. The site has 6.2 million registered users.

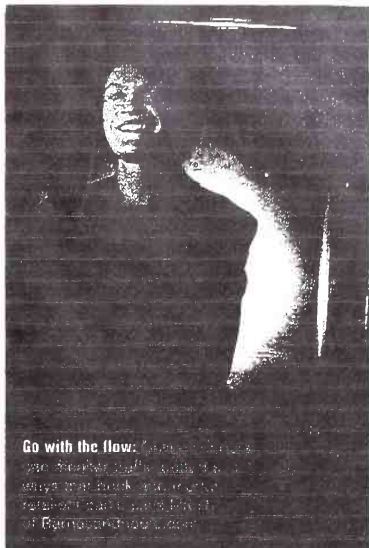
The Times stores the information in an Oracle data warehouse. Using SurfAid tools, the site's research team can determine, for example, how often 20-year-old males return on a regular basis, what pages they hit, and—most important to advertisers—what ads they see and click on. The company also matches that data with demographic data that helps advertisers understand, say,

the predisposition of a 20-year-old male in New York's Westchester County to buy a sports car. Advertisers use that data in making decisions about ad placement and frequency.

But the Times goes further: It hands the data over to IBM, which performs an even more detailed analysis to understand patterns of behavior in how people respond to advertisements. Using data-segmentation models, the approach can reveal patterns in the behavior of Web-site visitors that might otherwise go unnoticed. The system might find, for example, that readers who buy lots of personal electronics also spend time reading the travel section.

"It gives a different behavioral look at how people respond to ads," says Peter Lenz, research director for New York Times Electronic Media.

The Times' own analysis can predict Web-site visitor behavior with 50% to 70% accuracy, Lenz says. Using IBM's models, that behavior prediction accuracy can be increased to 70% to 90%. "It enables us to support the CPM [cost per



Go with the flow: IBM's SurfAid Analytics tool tracks and analyzes Web-site visitor behavior, such as the frequency of returning visitors.

thousand] for advertisers who buy impressions on our site," says Lenz.

In addition to the SurfAid Analytics tools and services, IBM intends to offer commercial products for collecting and analyzing Web data, such as WebSphere Site Analyzer, an extension of IBM's WebSphere application server line, expected in the second quarter.

John Payne, solutions executive at IBM, says that in the last several months Web-site managers have come to realize how much they stand to gain by collecting and analyzing Web data, and incorporating it with information from other sources. "They're really starting to understand that they need to go beyond hits and page views," Payne says. "They need to look at specific user behavior or the behavior of groups of users. You can really make some decisions about how to run your business based on data rather than just intuition."

There are few better examples of that than Dell Computer, whose much-heralded Web site now handles \$14 million in orders per day, or about 25% of the PC maker's sales. Richard Owen, worldwide VP of Dell

Bear Stearns: An Online "Lead" Callion

Some companies find that tracking Web-site usage data leads them to unanticipated benefits. Investment banking giant Bear Stearns & Co. uses the Web Analysis reporting tool from Net Genesys Corp. to keep track of all activity on its Web site from colleges and business schools—the "lead" sources—which helps in its employee-recruiting strategy.

About a quarter of Bear Stearns' Web-based activity is job-search-related, and the company noticed that traffic from specific schools tends to spike in the days before a planned on-campus visit by one of its recruiters. "It helps make those visits more effective," Bear Stearns' marketing director says. "We can also use the data to focus our efforts on specific schools."

"We can see, for example, that most site visitors from New York University are the investment banking ones rather than the law ones," says Dave Devero, a managing director in Bear Stearns' corporate marketing department. "So we can customize our presentation on that campus based on that data." Tracking Web data has really opened our eyes to widening the scope of our recruiting activities.

—CHRISTOPHER WILSON

WEB DATA

Online, calls the Web "manna from heaven" as a sales channel for Dell's direct, build-to-order strategy, but also emphasizes the immediacy of customer feedback. "Being direct, we've always had the benefit of good customer information," he says. "But the Web gives us real-time information on buying patterns. Being able to see the immediate effect of pricing is invaluable."

Dell's Web data collection efforts go beyond measuring pricing effects. "What I'm really trying to do is

phone feedback with E-mail messages and analysis of Web user behavior, such as configuring and pricing models online. That analysis identified the tendency of online browsers and buyers to focus mostly on powerful high-end configurations. As a result, Dell has been conservative in its approach to the NC—a smart move, at least so far.

Retailers selling on the Web see a world of difference in online data collection as compared with their physical-world stores. Barnesand-

Lens from Net Perceptions Inc. software that recommends products based on purchase histories of users with similar tastes. But "all these tools are in various states of suitability," says Marsh. "You also need to follow your expertise and your gut."

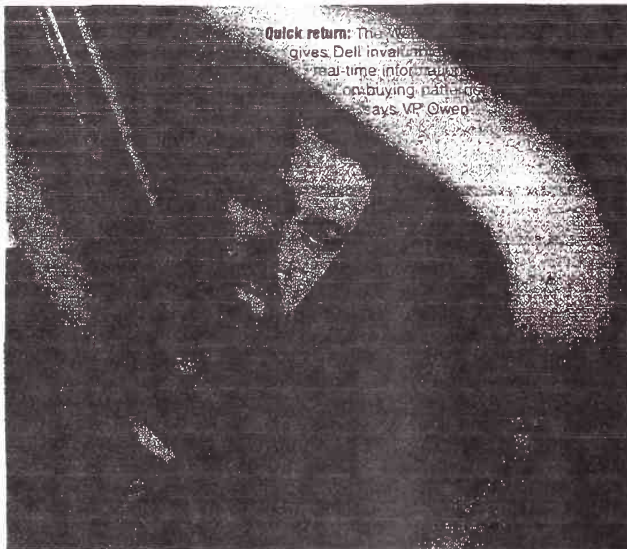
Rapid Pace Of Change

The immediacy of online customer feedback, plus the ability to make pricing or merchandising changes quickly, brings an unprecedented pace of change to retailing. But it also puts even more importance on restraint—knowing when not to react to the data. "I don't have to wait for someone to run a batch report; I can click on my sales report all day long and know what's moving there," says Marsh. "But you have to be careful with that and not make wholesale changes based on what happens in one hour. It's so tempting to see a spike and rearrange the whole offering."

CDnow Inc.'s capture and analysis of online buying patterns helped it achieve fourth-quarter results in which 56% of sales came from repeat customers, says VP of technology Mike Krupit. CDnow maintains data on its customers in four Oracle databases. One database logs the pages users view each time they visit, another keeps track of purchase history and shipping information, and a third catalogs preference information gathered by GroupLens from Net Perceptions. An Oracle8 database aggregates data from the other three databases in a data warehouse.

CDnow mines the data warehouse using data-analysis software from Brio Technology Inc. Among other insights, the Brio software shows how many customers respond to promotions by actually buying products. In addition, CDnow uses custom-built tools to predict which customers will buy certain products and which products will sell the most. The company is currently evaluating MineSet, data mining software from Silicon Graphics Inc. that presents data in 3-D images for predicting sales.

Not surprisingly, the growing niche of Web intermediaries sees a potentially lucrative business opportunity from Web data capture



identify my best customers," says Owen. "And there's no off-the-shelf database for that. You need SQL and structural skills to parse data and draw conclusions, but the real differentiator is people. It's really a creative process."

At Dell, "technology is certainly an enabler," says Andersen Consulting's Johnson, "but the real focus is on execution. They take a small amount of data and execute in response." For example, online data helped Dell determine that its business customers had little interest in the original network computer concept. Dell combined traditional tele-

noble.com, for example, added software products such as TurboTax to its Tax Answer Center book area after noting the tendency of tax-book customers to navigate their way to software. "In a store, people might say, 'Don't you have any software?' but you'd have no record of it," says Brenda Marsh, director of merchandising at Barnesandnoble.com. "In the online world, you can watch your traffic patterns."

Barnesandnoble.com uses Accrue's traffic-analysis software in connection with Red Brick Systems Inc.'s data warehouse tools. The company is also considering Group-

WEB DATA

and analysis. Instill Corp. in Palo Alto, Calif., which links buyers and sellers in the food-service industry via the Web, last year turned the data it captures from purchasing transactions into a business intelligence service called Advantage.

Using proprietary data-capture tools linked to a Sybase database, Advantage helps restaurant and hotel chains identify patterns in food purchasing that they can analyze for cost savings. This year, Instill expects revenue from Advantage to equal revenue from its initial business of facilitating online transactions.

Online Information Exchange

A business plan for a data product offering is tops on the priority list for Chrome Data Corp. in Oregon City, Ore., whose Chrome.com Web site links auto dealers with institutional car buyers such as corporate vehicle fleet managers. The firm couldn't even consider such a strategy when it routed orders from a client-server, dial-up system because there was no online information exchange.

"The Web lets us gather data [stored in a Microsoft SQL Server database] on what models the users actually spec out," says Chrome Data product manager Forrest Nabors. "We've never been able to capture that before, but the Web is a much more direct link to customers. [Web intermediaries] will have the most valuable data, because what they're doing on the Web is much more sophisticated than just referring names or orders. They're capturing actual customer behavior."

One fast-growing player in this space is MatchLogic Inc. in Westminster, Colo., which was acquired last year by Excite for \$89 million. MatchLogic provides integrated marketing services to help advertisers such as Charles Schwab, Dell, General Motors, and Procter & Gamble orchestrate Internet ad campaigns.

MatchLogic maintains several databases of information gathered through Web sites. One database consists of anonymous data about

users' computers, collected as visitors click through sites, click on ads, ask for a brochure, or purchase goods. This research and analysis database currently collects data on 160 million Web page impressions every day—a number that Jack Garzella, director of MatchLogic's core systems group, expects to reach 500 million per day by midyear and more than 1 billion per day by year's end.

A second database contains this data in summarized or aggregated form. This is used for reporting purposes, such as judging the effectiveness of a particular ad campaign. A third database contains "self-reported" data, information voluntarily supplied by some 6 million people through Web-site registrations, sweepstakes entry forms, and responses to E-mail campaigns. This 500-Gbyte database is used to build more than 57 million demographic profiles that MatchLogic clients use for advertising campaigns that target, for example, groups with a specific combination of age, geography, and income.

MatchLogic builds custom models for its clients for targeted ad campaigns for lead generation, customer retention, and other marketing chores. "We have the largest profile database that we're aware of," Garzella says.

MatchLogic uses Oracle8.0.5 to store the data and Ardent Software's DataStage extraction, transformation, and loading tool to process and direct the data from collection points to the databases. MatchLogic uses analysis software from SAS Institute Inc., Oracle Discoverer for ad hoc queries, and an internally developed report-generation program. Sun Enterprise 4000 and 6000 servers provide the horsepower. "We're seeing great demand for these services from our larger customers," Garzella says.

That trend will only continue as the Web moves from a sales channel to a strategic and direct link to customers with unprecedented feedback potential.

—with additional reporting

by Rick Whiting and Justin Hibbard

More on E-commerce from Computer Reseller News and PlanetIT:
www.informationweek.com/725/twomerc.htm

IBM Visual Information LAB, Intelligent Mining, Analytics, Security, Core Data, and the future of IBM's Business Intelligence solutions.



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The Net

IE 5 sneak peek shows new content features

By [Paul Festa](#)
Staff Writer, CNET News.com
March 16, 1999, 9:45 p.m. PT

When Microsoft unwraps Internet Explorer 5 Thursday with fanfare and festivities in Redmond, it will be showing off a browser with some new ideas on how to present Web content along with one or two others borrowed from the competition.

A copy of the new browser obtained by CNET News.com includes the innovations included in the IE 5 public beta, which Microsoft [launched in November](#). It also comes with a few new bells and whistles [first reported last month](#), along with a few surprises.

One of the major new features of IE 5 is its "Web Accessories" initiative. Web Accessories let third-party Web sites build extensions to the browser interface and serve, or "push," content to a separate pane no matter where the user surfs.

With Web Accessories, Microsoft appears to be making a play for the portals, among other content providers, which can use the feature to keep users informed of their mail, news, stock quotes, and other information. While portal sites are likely to support all major browsers in order to maintain as wide a reach as possible, they could plug IE if they were pushing information through Web Accessories.

As of November's beta launch, Microsoft had signed on [Alexa Internet](#), [Bloomberg Financial Markets](#), [The New York Times on the Web](#), and Microsoft's own MSN portal site to use content extensions. Bloomberg (a content partner of CNET News.com) planned to use the feature to deliver stock quotes and financial news. MSN planned to provide access to MSN services and information including email, stock quotes, and news.

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Web Accessories will also differentiate Microsoft's portal strategy from that of [Netscape Communications](#), which has been tightening integration between its browser and its [Netcenter](#) portal site.

"We've taken a decidedly different view from Netscape, which is being acquired by AOL, and has all the portal integration where they push to Netcenter," said Mike Nichols, Microsoft's product manager for the Windows operating system. "We're taking things in a different direction. We think integration with other applications is really powerful, but that you need to do in way that customers have choice."

Netscape may have borrowed a page from Web Accessories with its [recently announced My Netscape Network](#), which lets third-party Web sites push headlines and other live information to My Netscape personalized pages.

IE expands searching options with Alexa feature

In another area, Microsoft is following in Netscape's footsteps. With the 4.5 version of Communicator, Netscape added a "What's Related" button, powered by Alexa Internet, which generates a list of related Web sites from any Web page. Now Microsoft has one too.

QUOTE SNAPSHOT

March 17, 1999, 11:15 a.m. PT

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Labeled "Show related links" and found under the "tools" menu, the feature shows its results in a left-hand pane where IE 5 shows favorites, history, and Web search results as well.

IE 5 has expanded search capabilities and allows users to customize their search options. In one sense, these options presented from within the browser interface make the browser more resemble a portal, since those sites often offer a range of search choices.

For finding a Web page, users can choose from among eight different search services: [Infoseek](#), [AltaVista](#), [Lycos](#), [GoTo](#), [Excite](#),

[Yahoo](#), Microsoft's own [MSN](#), and, for the benefit of IE's continental constituency, [Euroseek](#).

For email address searches, Microsoft's IE partners are [InfoSpace](#) and [Bigfoot](#). For mailing addresses, those two are joined by [WorldPages](#).

InfoSpace, WorldPages, and Microsoft's [Sidewalk](#) provide results for searches for firms. [MapQuest](#) and Microsoft's [ExpediaMaps](#) provide maps through the search feature. Microsoft's [Encarta](#) provides search results from the encyclopedia, and [Dejanews](#) powers newsgroup queries.

Radio bar and Hotmail integration

One major alteration to the IE interface [reported](#) last month but not previously confirmed by Microsoft is a new radio bar that sits directly beneath the address bar. The radio bar features a play/stop button, a mute button, a volume dial, and a drop-down menu that lets users add a radio station to their "favorites" list or access Microsoft's [WebEvents Radio](#) page.

Another feature reported last month that Microsoft declined to confirm is tighter integration between IE 5 and [MSN Hotmail](#), Microsoft's free

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Web-based email site. Links to Hotmail are planted throughout the browser (for instance in a toolbar menu item labeled "free hotmail") and the updated email client, Outlook Express. Users can specify Hotmail as one of their email servers in OE, though News.com was unable to make this feature succeed in downloading Hotmail messages. The OE interface now has a color advertisement and link to Hotmail as well.

IE's pushing Hotmail so aggressively comes as no surprise, as Microsoft makes **big plans** to offer new services through the site, which has more than 30 million registered users. Microsoft plans to add applications including calendaring, text file storage, and others.

IntelliSense and autocompletion

One hold-over feature from the IE 5 beta that has raised some concern is Microsoft's extension of autocompletion to Web forms. Autocompletion in the address bar is a common feature among previous generations of browsers by Microsoft and its competitors, but autocompletion in forms raises some security questions because the browser remembers and autocompletes not just URLs but user names, passwords, credit card numbers, and other sensitive information.

Microsoft's Nichols downplayed the security hazard of the new feature, stressing that it is turned off by default and that those who use shared computers can choose not to turn it on.

Autocomplete is powered by IntelliSense, a Microsoft technology implemented in products including the Office suite, the Visual Basic tool, and Visual C++. With IntelliSense, IE also detects whether the computer is online or offline, and expands content-synchronization for offline browsing.

IntelliSense also offers users suggestions when they begin typing in a URL, offering a drop-down box with a list of recently accessed sites that match the first few characters entered. IE 5 also corrects bad syntax in URLs.

More automation features announced with the beta let users synchronize email and cached Web content at set times for surfing offline. For example, an IE 5 user could set browser to update email and site content each time he or she logs off, or at a particular time of day.

IE 5 is a sizeable download, topping 100MB in its full version uncompressed. But Microsoft has isolated the barebones browser for everyday use and added a feature that automatically adds various technologies on an as-needed basis.

For example, the minimal version of IE 5 does not support Sun Microsystems' Java programming language, but when faced with a site built with Java the browser will fetch a Java Virtual Machine, which is required to display that content. The browser will uninstall the JVM once it is no longer needed in order to speed performance.

Faster and more stable, Microsoft says

Microsoft added one small feature aimed at novice users, a "Go" button, borrowed from America Online's interface. Place to the right of the address bar, the button is for users who don't know to hit return after typing an address.

One curious change in IE 5 is that the IE logo in the upper right hand

corner is now a static graphic instead of a live link to Microsoft's Web properties.

While Microsoft declined to comment on unannounced features of the new browser, the company did confirm that it had removed one aspect that had earned it an [injunction](#) from a California state judge. The feature had been filtering out electronic greeting card notifications by [Blue Mountain Arts](#), which sued Microsoft for allegedly harming its business unfairly.

Microsoft said it improved performance with IE 5, and at least one independent analyst agreed.

"I'm not sure how they've achieved the speed gains that they have, but between IE 4 and IE 5 there's a noticeable speed increase," said [Jupiter Communications](#) analyst David Kerley.

Kerley also called the browser more stable.

"It's probably the most stable browser that Microsoft has ever released," Kerley said. "I haven't even been able to make it crash, and that's very cool."

Kerley also praised IE 5's handling of history and favorites. Now IE 5 users can organize and edit the favorites directly in the browser frame, where they have appeared in previous versions.

Related news stories

- [Microsoft test drives new IE features](#) February 11, 1999
- [New Internet Explorer tested](#) November 4, 1998

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THE WALL STREET JOURNAL

WEDNESDAY, MARCH 17,

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Microsoft to Release Its Latest Version Of Web Browser

By DAVID BANK

Staff Reporter of THE WALL STREET JOURNAL
Microsoft Corp. is releasing a new version of its Web-browsing software tomorrow, accompanied by a series of deals that include renewed collaboration with bitter rival RealNetworks Inc.

Microsoft plans to market Internet Explorer 5.0 as "the browser that works faster to save users' time." The new software includes a junk e-mail filter, improved video-conferencing technology and a feature that identifies other Web pages related to the subject a user is reading about.

But the new browser is generating little of the excitement and controversy that accompanied earlier rounds in the "browser wars," an indication of the changing competitive landscape in the software industry. Microsoft's integration of its browser into its Windows operating system helped trigger the current antitrust suit in Washington, D.C.

Netscape Communications Corp., Microsoft's chief rival in the browser market, no longer considers browsers to be its principal business, and has published its underlying programming code to allow outside developers to make their own improvements. Netscape is being acquired by America Online Inc.

Microsoft's deal with Real, the leading supplier of "streaming media" technology, will enable Internet Explorer users to connect to Real's newly enhanced directory of sites offering audio and video clips, dubbed RealGuide.

While limited in scope, the deal is significant because Microsoft's Media Player product is challenging Real's lead in the market for such media players. In November, Microsoft formally ended a technology-sharing partnership with Real and said it would sell its 10% stake in the company.

"It's indicative of the ongoing push-me, pull-you relationship with Real," a Microsoft spokeswoman said of the new agreement. Executives at Real declined to comment.

Microsoft is also expected to announce an agreement with Alexa Internet, a San Francisco start-up, to include a feature that identifies Web links related to the subject on the screen and even restores lost links from its extensive archive of the Web. Alexa also has a relationship with Netscape.

Microsoft has also been working with Bloomberg LP's Bloomberg Financial Markets, New York Times Co. and its own Microsoft Network to develop specialized "toolbars" of services customized for the new browser.

The browser will also include Microsoft Agent technology, animated characters that speak to users using text-to-speech software. Microsoft also made improvements to its Wallet software to make online shopping more convenient. Wallet saves frequently used data such as credit card numbers.

"It's going to be a little faster and a little cleaner," said David Kerley, an analyst with Jupiter Communications in New York. "But from the consumer perspective, it's not a big event."

Much of the damage to Netscape's market position has already been done. In September, International Data Corp. estimated that Netscape's share in browsers in the first half of 1998 at 42%, down from 51% at the end of 1997. Microsoft's share rose to 28% from 22% during the same period; coupled with browsers used by AOL, which are based on Internet Explorer and accounted for 16% of the market, Microsoft technology represented 44% of all browsers, IDC said.

In corporations, however, Netscape's share remains as high as 60%, according to some studies.

In response to Microsoft's onslaught, Netscape stopped charging for its browser and adopted an "open source" model for its underlying code. Netscape has revamped its future browser strategy around technology called "Gecko," which can be more easily incorporated into other software programs.

"We view IE 5.0 as a minor incremental release," said Bob Lisbonne, Netscape's senior vice president.

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Microsoft Internet Explorer Launches Tomorrow

Craig Menefee, Newsbytes

03/17/99

Newsbytes News Network

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REDMOND, WASHINGTON, U.S.A., 1999 MAR 17 (NB). Microsoft Corp. [NASDAQ:MSFT] will officially launch its newest World Wide Web browser, **Internet Explorer 5.0**, at an event tomorrow morning that will include, as a source close to the launch told Newsbytes, "a speech by Bill G." The appearance by Chairman Gates may be no surprise, but some other aspects of the new browser may surprise observers if recent reports are true.

Chief among the surprises may be a partial healing of the rift between Microsoft and its bitter streaming media rival, RealNetworks. A report in the Wall Street Journal said this morning the new release will include a "renewed collaboration" between the two estranged firms, both headquartered in Redmond, Wash.

Microsoft was an early investor in RealNetworks but ended a technology-sharing deal in November. At that time, it pledged to sell its 10 percent stake in the company. Since then Microsoft has challenged RealNetworks for the streaming media market, offering its Media Player as an alternative.

According to the Journal, Microsoft's new deal with RealNetworks will give **Internet Explorer** users access to RealGuide, an enhanced directory of streaming media Web sites located at <http://realguide.real.com>.

Microsoft, once accused of missing the boat when the **Internet** suddenly exploded onto the consumer scene in the early to mid 1990s, has said it now stakes its future on the **Internet**. Such statements imply that **Internet Explorer**, or MSIE as it is sometimes called, has a pivotal place in Microsoft's future.

However, the excitement once generated by a continuing feud between Microsoft and Netscape Communications, whose Navigator browser once dominated the market, has not been much in evidence with the 5.0 release.

Its absence may be related to a perception that the two browsers are no longer direct competitors, since Netscape released its browser as open source software. Navigator is now developed by thousands of individuals sharing their work over the **Internet**. The work is only loosely coordinated by Netscape, which periodically issues "official" updates to keep everything in synch.

For the new MSIE release, Microsoft concentrated on making the browser faster, with more built-in Web oriented features. These include the firm's Agents, little animated characters that speak to users by way of text-to-speech software, an improved Wallet for saving frequently used data like credit card numbers, and a feature provided by **Alexa Internet** of San Francisco that will provide links to related sites, the Journal said.

The Microsoft spokesperson told Newsbytes MSIE 5.0 will be posted for free download at midnight, on the Web at <http://www.microsoft.com/windows/ie>.

Reported by Newsbytes News Network, <http://www.newsbytes.com>.

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Microsoft's share rose to 28% from 23% during the same period; coupled with browsers used by AOL, which are based on **Internet Explorer** and accounted for 16% of the market, Microsoft technology represented 44% of all browsers, IDC said.

In corporations, however, Netscape's share remains as high as 60%, according to some studies.

In response to Microsoft's onslaught, Netscape stopped charging for its browser and adopted an "open source" model for its underlying code. Netscape has revamped its future browser strategy around technology called "Gecko," which can be more easily incorporated into other software programs.

"We view IE 5.0 as a minor incremental release," said Bob Lisbonne, Netscape's senior vice president.

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Product News

Microsoft To Launch IE 5.0, Collaborate With Rival Real

By [Cyrus Afzali](#)
InternetNews.com Managing Editor

March 17, 1999
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[Microsoft Corp.](#) will unveil Internet Explorer 5.0 on Thursday along with several new partnerships that will include a collaborative effort with [Real Networks Inc.](#), its rival in the streaming media market.

Microsoft claims the new browser will work faster. It is also adding the ability to filter out junk e-mail from Outlook Express, the accompanying e-mail client.

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Real claims more than 55 million people now use its RealPlayer software. The company said actual RealPlayer usage has tripled over the past year to 15.5 million.

A Microsoft spokesman told *The Wall Street Journal* the Real collaboration is characteristic of a "push me, pull-you relationship" between the two companies.

In addition, Microsoft is expected to announce a deal with [Alexa Internet](#) to add a feature that allows users to navigate from one site to another with similar content.

The browser will also include Microsoft's Agent technology, consisting of animated characters that speak using text-to-speech software. It also features an improved Microsoft Wallet to improve online shopping. Microsoft Wallet saves credit card numbers and other information to speed access to e-commerce sites.

The release of IE 5.0 comes as Microsoft continues to increase its browser market share. The latest numbers from International Data Corp. put Microsoft's share of the browser market at 44 percent of all browsers. That number includes users of [America Online](#) whose access software includes a browser based on IE technology. Meanwhile, Netscape's share dropped from 51 percent to 42 percent by the end of last year.

Version 5.0 also reportedly contains tighter integration with Microsoft's

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version 5.0 also reportedly contains tighter integration with Microsoft's [Hotmail](#) e-mail service. However, Microsoft refused to confirm that feature.

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Microsoft said the feature has to be activated by the user.

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THE WALL STREET JOURNAL

Technology & Health

Microsoft to Release Its Latest Version Of Web Browser By David Bank

03/17/99

The Wall Street Journal

Page B8

(Copyright (c) 1999, Dow Jones & Company, Inc.)

Microsoft Corp. is releasing a new version of its Web-browsing software tomorrow, accompanied by a series of deals that include renewed collaboration with bitter rival RealNetworks Inc.

Microsoft plans to market **Internet Explorer 5.0** as "the browser that works faster to save users' time." The new software includes a junk e-mail filter, improved video-conferencing technology and a feature that identifies other Web pages related to the subject a user is reading about.

But the new browser is generating little of the excitement and controversy that accompanied earlier rounds in the "browser wars," an indication of the changing competitive landscape in the software industry. Microsoft's integration of its browser into its Windows operating system helped trigger the current antitrust suit in Washington, D.C.

Netscape Communications Corp., Microsoft's chief rival in the browser market, no longer considers browsers to be its principal business, and has published its underlying programming code to allow outside developers to make their own improvements. Netscape is being acquired by America Online Inc.

Microsoft's deal with Real, the leading supplier of "streaming media" technology, will enable **Internet Explorer** users to connect to Real's newly enhanced directory of sites offering audio and video clips, dubbed RealGuide.

While limited in scope, the deal is significant because Microsoft's Media Player product is challenging Real's lead in the market for such media players. In November, Microsoft formally ended a technology-sharing partnership with Real and said it would sell its 10% stake in the company.

"It's indicative of the ongoing push-me, pull-you relationship with Real," a Microsoft spokeswoman said of the new agreement. Executives at Real declined to comment.

Microsoft is also expected to announce an agreement with **Alexa Internet**, a San Francisco start-up, to include a feature that identifies Web links related to the subject on the screen and even restores lost links from its extensive archive of the Web. **Alexa** also has a relationship with Netscape.

Microsoft has also been working with Bloomberg LP's Bloomberg Financial Markets, New York Times Co. and its own Microsoft Network to develop specialized "toolbars" of services customized for the new browser.

The browser will also include Microsoft Agent technology, animated characters that speak to users using text-to-speech software. Microsoft also made improvements to its Wallet software to make online shopping more convenient. Wallet saves frequently used data such as credit card numbers.

"It's going to be a little faster and a little cleaner," said David Kerley, an analyst with Jupiter Communications in New York. "But from the consumer perspective, it's not a big event."

Much of the damage to Netscape's market position has already been done. In September, International Data Corp. estimated that Netscape's share in browsers in the first half of 1998 at 42%, down from 51% at the end of 1997.

Learning from Active Desktop

But Microsoft isn't forcing any major new interface on users this time around, analysts said. "It's clear that the Active Desktop flopped," Kerley said. "It's a wise move to leave it behind."

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International Data Corp. analyst Barry Parr said the new IE gives Microsoft a slight leg up on Netscape -- at least for now. Netscape plans to introduce version 5 of its browser later this year.

"In many ways it doesn't feel like a Microsoft product," Parr said of IE 5. "It's much leaner and more elegant than products like Word or Excel."



The browser war between the two companies evolved into a race to include more and more features into the Internet software, but the failure of projects such as the active desktop may be causing both Netscape and Microsoft to back off from adding more bells and whistles.

Fewer bells, whistles

Netscape is promising a much slimmer browser when it introduces its upgrade this year, and IE 5 is much less of a jump for users than IE 4 was.

Parr said companies should concentrate on making the features that people actually use -- such as bookmarks -- easier to negotiate.

"What are people using browsers for? They're using them to browse," he said. "They're not looking for much really beyond that."

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PC WORLD NEWS  **Wednesday** March 17

IE5 Offers Better Searches, Built-in Radio

Internet Explorer 5's final code adds "Related Sites" searches, integration with Web e-mail, and other time savers.

by Paul Heltzel, special to PC World
March 17, 1999, 6:58 a.m. PT

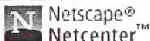
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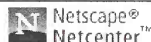


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[Build an Online Neighborhood](#)

With each beta release of Microsoft's Internet Explorer 5, we've seen new features (and sometimes deletions). But with the final release coming on Thursday, the winds are mercifully still. The software gets a small makeover since the final beta we reviewed (see "Internet Explorer 5: Search and Explore" link at right) but nothing earth-shattering.

Faster Finds

Most notably, a new Related Sites feature suggest sites that are relevant to the one you're currently viewing. The feature works much like the What's Related feature in Communicator 4.5. While Navigator displays the list from a pop-up menu on the toolbar, IE5 opens a pane down the left side of your browser (as it does when you click the Search, History, or Favorites buttons).

Microsoft also revamped the AutoSearch feature since the last beta. Formerly you typed a few words in the Address box and the browser went off to a search engine. The results displayed in the main browser window. Consistent with other new IE 5 features, AutoSearch now loads the results in a left-hand pane, and loads the most likely candidate in the main window. (You can change this configuration to suit you in the Internet Options menu, including making it go back to the way it used to work).

HotMail, Coming Through>

You can now send and receive messages from a Web-based e-mail account using the Outlook Express client. However, Microsoft's Hotmail is your only

choice, at least for the moment. And it's not working correctly in the software I examined, although Microsoft expects to fix this by launch.

Speaking of e-mail, Microsoft decided to remove the Junk Mail filter from Outlook Express (introduced in the previous beta), after a controversy over the tool's zeal in deleting legitimate messages.

You Turn Me On, I'm a Radio

The integration of the Windows media player into the browser means you can now open audio files from a toolbar in IE5. Selecting the Radio toolbar from the Tools menu lets you play streaming audio without opening a separate client, and you can adjust the volume or bookmark an audio file. The media player uses a RealAudio codec and reads Microsoft's Advanced Streaming Format, but don't uninstall your RealPlayer just yet. The Media Player doesn't read G2 RealAudio files; so say hello incompatibility.

One odd thing about the Radio toolbar: It's not persistent. You have to select it to appear from the View, Toolbars menu each time you want to use it. If you open several windows during one session, as I often do, it can take a bit of clicking to figure out which window is playing your audio. It's a fine feature, and saves you the trouble of opening another program, but you may want to make the bar stay put by adding that option in the Internet Options menu.

Serve and Volley

Of course, Netscape isn't taking the new features lying down. The software maker recently added a handful of improvements to its Navigator 4.5 browser (bringing it to version 4.51), including an upgrade of the AOL Instant Messenger real-time chat client, stability enhancements, stock-quote lookup from the location field, and security fixes. (See "New Communicator Gets Chatty" link at right.) Expect a beta release of Communicator 5 by midyear.

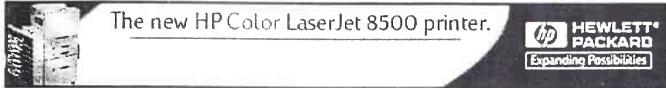
None of the new features in IE5 change our opinion about whether you should upgrade. If you're got Communicator 4.5 or Opera 3.5, you're running a great browser, and there's no need to switch. But if you're using older versions of IE, America Online, or Communicator, or you're starting from scratch, IE5 is the browser to beat.

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Microsoft introduces kinder, gentler IE

By *Lisa M. Bowman* , ZDNN

March 17, 1999 5:09 PM PT

URL: <http://www.zdnet.com/zdnn/stories/news/0,4586,2227998,00.html>

Microsoft Corp. is reaching out to Web newbies with the latest release of its Internet Explorer browser.



IE 5, set to launch Thursday, will include a few new features that will automate Web surfing or save users time -- including Autocomplete, which automatically fills out Web forms; a "go" button, for newbies who don't realize they have to hit return; a radio feature, which will allow users to click on the screen to switch between preset stations; and a searching feature, which automatically calls up a search screen when a user types in a keyword.

Microsoft (Nasdaq:[MSFT](#)) also is taking a page from browser rival Netscape Communications Corp. (Nasdaq:[NSCP](#)).

The company is borrowing some features first introduced by Netscape, including one similar to the company's What's Related function, which calls up a list of Web sites similar to the site a user is currently visiting.

Like Netscape, Microsoft is using Alexa Internet's technology to suggest sites similar to the page a user is viewing.

Tighter e-mail integration

IE 5 also will include tighter integration with the e-mail client than previous versions and a feature called comic chat, which lets users send messages in a comic strip format.

Another feature, called Web accessories, is Microsoft's attempt to include more partners in its browser venture.

In many ways
[IE 5] doesn't
feel like a
Microsoft
product -- it's
much leaner and
more elegant
than products
like Word or
Excel.
-- Analyst Barry
Parr

The feature lets partners such as portal sites send information to users via a new pane that opens up within the existing window. For example, said Jupiter Communications analyst David Kerley, it could be used to open a separate panel that displays a constantly updated stock price while the user surfs other sites.

Microsoft is holding a release party at its headquarters in Redmond, Wash., on Thursday, where CEO Bill Gates will show off the company's latest browsing technology.

Still, analysts are calling the new release merely an upgrade.

"It's not the same revolution that we've seen in previous browsers," said Kerley, though he added that he was impressed with the browser's speed and stability.

When Microsoft introduced IE 4 in the fall of 1997, it presented users with a completely new interface, including further integration between the operating system and browser and an active desktop, which gave users a series of channels on their screen that would lead them to other Web sites.

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Product News

Microsoft To Launch IE 5.0, Collaborate With Rival Real

By Cyrus Afzali

InternetNews.com Managing Editor

March 17, 1999

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For now, I've decided to let my head rule my heart. If you're a business person, I think you should take a serious look at IE 5, too.

But that's my perspective. The great thing about AnchorDesk -- IMHO -- is that we get the benefit of many opinions, thanks to our TalkBack mechanism. Whether you agree or disagree, please enhance our IE 5 understanding with your viewpoint. Click below and type in your opinions. You're also welcome to continue the debate in my [Best Alerts forum](#). And please take the Quick Poll below.

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My company no longer supports Netscape — Joet Compton

As a Webmaster, I agree completely with abandoning Netscape but for different reasons. [Read More](#)

Why I'm abandoning Best Alerts! — Jon Trudel

I've been patient, and tried to have an open mind, but enough is enough. One wonders from time to time if Jesse's on Microsoft's payroll, and I'm sure he's not, but I'm beginning to have doubts. [Read More](#)

Sorry to hear that you intend to abandon Netscape — Hans Johansson

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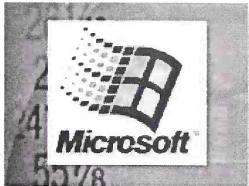
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New IE to feature RealGuide

Browser version 5.0 said to include clip guide from Microsoft rival

March 17, 1999: 8:46 a.m. ET

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Market research on Real Networks
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Microsoft taking orders for newest Internet Explorer - Feb. 22, 1999
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NEW YORK (CNNfn) - The new version of Microsoft's Internet Explorer browser will include an audio and video clip guide from RealNetworks, a former collaborator and current rival to the software publisher, according to a report published Wednesday.

The *Wall Street Journal* said the deal is significant because of the battle between [Microsoft](#) (MSFT) and [RealNetworks](#) (RNWK) over Internet streaming media players. Microsoft recently ended a technology sharing relationship with RealNetworks and is selling its 10 percent stake in the company.

The new browser also is said by the *Journal* to include a feature from Alexa Internet that identifies Web links related to the subject on the screen and restores lost links. It also will feature specialized toolbars from information providers, including Microsoft Network and the *New York Times*, as well as a junk e-mail filter and improved video-conferencing technology.

The *Journal* said the new browser is generating little of the controversy that existed in earlier rounds of its browser war with Netscape Communications. Microsoft, after starting well behind Netscape, has surpassed its rival in browser share in recent years, although a shift may occur once Netscape's acquisition by America Online is complete.

Microsoft shares closed up 3-3/16 Wednesday to 169-1/16. RealNetworks closed down 6-1/4 at 115.

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Microsoft releases new browser, announces deal with RealNetworks

By David Bank
THE WALL STREET JOURNAL

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BUT THE NEW browser is generating little of the excitement and controversy that accompanied earlier rounds in the "browser wars," an indication of the changing competitive landscape in the software industry. Microsoft's integration of its browser into its Windows operating system helped trigger the current antitrust suit in Washington, D.C.

Microsoft is a partner in the joint venture that operates MSNBC.

Netscape Communications Corp., Microsoft's chief rival in the browser market, no longer considers browsers to be its principal business, and has published its underlying programming code to allow outside developers to make their own improvements. Netscape is being acquired by America Online Inc.

Microsoft's deal with RealNetworks, the leading supplier of "streaming media" technology, will enable Internet Explorer users to connect to RealNetworks' newly enhanced directory of sites offering audio and video clips, dubbed RealGuide.

While limited in scope, the deal is significant because Microsoft's Media Player product is challenging RealNetworks' lead in the market for such media players. In November, Microsoft formally ended a technology-sharing partnership with RealNetworks and said it would sell its 10% stake in the company.

"It's indicative of the ongoing push-me, pull-you relationship with Real," a Microsoft spokeswoman said of the new agreement. Executives at RealNetworks declined to comment.

Microsoft is also expected to announce an agreement with Alexa Internet, a San Francisco start-up, to include a feature that identifies Web links related to the subject on the screen and even restores lost links from its extensive archive of the Web. Alexa also has a relationship with Netscape.

Microsoft has also been working with Bloomberg LP's Bloomberg Financial Markets, New York Times Co. and its own Microsoft Network to develop specialized "toolbars" of services customized for the new browser.

The browser will also include Microsoft Agent technology, animated characters that speak to users using text-to-speech software. Microsoft also made improvements to its Wallet software to make online shopping more convenient. Wallet saves frequently used data such as credit card numbers.

"It's going to be a little faster and a little cleaner," said David Kerley, an analyst with Jupiter Communications in New York. "But from the consumer perspective, it's not a big event."


Much of the damage to Netscape's market position has already been done. In September, International Data Corp. estimated that Netscape's share in browsers in the first half of 1998 at 42%, down from 51% at the end of 1997. Microsoft's share rose to 28% from 23% during the same period; coupled with browsers used by AOL, which are based on Internet Explorer and accounted for 16% of the market, Microsoft technology represented 44% of all browsers, IDC said.

In corporations, however, Netscape's share remains as high as 60%, according to some studies.

In response to Microsoft's onslaught, Netscape stopped charging for its browser and adopted an "open source" model for its underlying code. Netscape has revamped its future browser strategy around technology called "Gecko," which can be more easily incorporated into other software programs.

"We view IE 5.0 as a minor incremental release," said Bob Lisbonne, Netscape's senior vice president.

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The Net

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By [Paul Festa](#)
Staff Writer, CNET News.com
March 18, 1999, 4:00 a.m. PT

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Perhaps most importantly, IE's single largest customer, [America Online](#), is on the verge of acquiring the competition.

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Microsoft all but declared victory in the browser war after a [September study](#) showed Netscape slipping below majority status for the first time. Counting America Online-derived versions of IE, Explorer edged out Communicator by a hair, 43.8 percent to 41.5 percent.

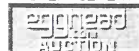
But the browser market is not homogenous, and subsequent studies showed a wide fluctuation in share depending on which market is studied. For example, surveys from the same period showed Communicator not only still ahead but [increasing](#) its lead among corporate users. Still other analysts pointed out that if small businesses were counted, Navigator lagged behind.

The importance of the corporate market is underscored by Microsoft's aggressive courting of it. Microsoft last week said that firms including Compaq Computer, Eli Lilly, Pfizer, and Ernst & Young were planning to use IE 5. Together those customer "wins" represent more than 300,000 desktops, according to Microsoft.

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Real Networks aims to please

By [Paul Festa](#)

Staff Writer, CNET News.com

March 18, 1999, 12:55 p.m. PT

URL: <http://www.news.com/News/Item/0,4,33976,00.html>

Real Networks today moved to integrate its streaming media software with both America Online's instant messaging service and Microsoft's Internet Explorer browser, and to support an important Web broadcasting technology.

Real today announced an update of its G2 streaming media player that provides tighter integration with AOL Instant Messenger (AIM) real-time messaging and chat software.

The G2 Update 1 interface features a menu item and a button that launch an AIM window. Included in that window is the URL for whatever page the user is listening to or viewing.

For its part, AIM will recognize streaming media address types that Real uses--those starting with "pnm" or "rtip"--and automatically hotlink them in the AIM window. AIM already does the same thing for standard Web addresses, such as those beginning with "http."

Real is creating a toolbar for use with Microsoft's IE 5 browser, which [launched today](#). The toolbar, created under Microsoft's Web Accessories initiative, will provide a link to Real's multimedia listing, [RealGuide](#).

A report in *The Wall Street Journal* of a "deal" between Microsoft and Real Networks sent Real's stock climbing yesterday; shares reached a day high just shy of 134 before closing at 121, up 6 for the day. But Microsoft denied there was any type of deal between the two companies, and Real spokespeople hedged when asked about the existence of a deal.

Real's stock was trading up 9.5 to 130.5 in late afternoon trading today.

Microsoft's Web Accessories is an initiative that lets any third-party Web site build a toolbar that users can keep open while they surf other sites. Other sites that already had constructed similar extensions include Alexa Internet, Bloomberg Financial Markets, The New York Times on the Web, and Microsoft's own MSN portal site. Microsoft today announced a host of other sites using Web Accessories, including Lycos, Go Network, Excite, and AltaVista.

One of IE 5's new features may give Real and its Web Accessories extension a run for its money. Microsoft has added a sizable radio bar to the browser interface that lets users change volume and keep track of stations while they surf other sites. Whether users will want two multimedia content extensions running simultaneously on their browser remains to be seen.

Microsoft and Real have endured a tumultuous relationship. After a falling out over a technology licensing agreement, Microsoft announced it would divest from Real. Microsoft and Real now promote incompatible multimedia formats for the Web.

Real today also announced a redesign of the RealGuide and support for multicasting. A multicast, like a television or radio broadcast, differs from the more common streaming unicast in that one signal is sent out at a given time to all viewers or listeners who tune into it. Unicasts, by contrast, require a server to send content to each audience member individually, creating enormous scalability problems for large audience events.

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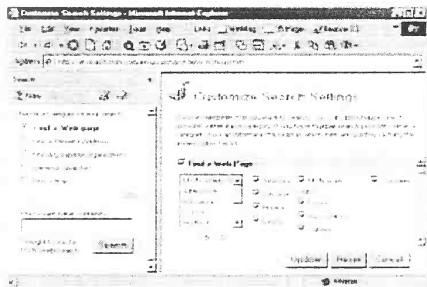
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SPECIAL REPORTS

10 Things You Must Know About IE5

Search Highs and Lows

Microsoft gave Internet Explorer's Web search functionality and user interface a much-needed overhaul. This part of the upgrade is partly aimed at features introduced in Netscape Communicator 4.5, although Microsoft has gone about it differently. Clicking the Search button on the IE 5.0 toolbar opens the Search Explorer Bar as a column on the left of the browser window.

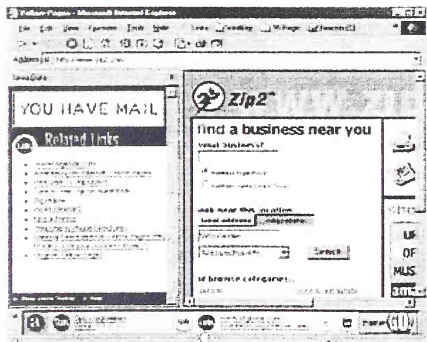


IE 5's new **Customize Search** page gives lots of flexibility.

([Click here](#) to view image larger)

The new Search Assistant is a wizard-like screen that helps you choose the right resources to search. The revamped Search bar also sprouts new buttons across the top for New search, Next results page, Customize search engines, and Help. Customize gives you full access to many types of search engines, including addresses, e-mail address, maps, company searches and newsgroups.

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IE5's implementation of the Alexa Web navigation service is just one example of how IE5's new Web Accessories can work.

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Unlike Netscape, Microsoft chose not to implement a Alexa's Web navigation service as a What's Related-like button in IE5. (Netscape Communicator 4.5's What's Related button offers the Alexa service as a drop-down menu of hot links to Web sites related to the page currently loaded in your browser.) Why bother when [Alexa](#) can be installed in IE 5.0 as a [Web Accessory](#)? *The New York Times* already offer Web Accessories, and you can expect others to follow.

IE 5.0 Beta 2 lacks a true semblance of Netscape's Internet Keywords feature, which lets you type words or phrases, such as NASA, Ford Ranger or United Airlines in the Location bar, and pass through directly to those company Web sites. Well, actually it works a little bit in Beta 2, but not reliably enough to call it a feature. Microsoft is still working on this functionality, though, and it plans to let users selected among keyword database providers. Microsoft also intends to deliver a different interface than Netscape offers. Like Netscape, IE5 will return the best Web site match in a keyword search, but because it has a two-paneled interface with the Search bar, it will also use the Search Pane to show alternative Web sites.

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PRODUCT REVIEWS

March 18, 1999

Web Browser Explorer reveals significant enhancements

By Andre Kvitka

When we looked at the beta of Microsoft's Internet Explorer 5.0 in beta last year (See [Intranets & I-commerce Reviews](#), Nov. 9, 1998) we didn't see many changes to the browser itself. But there were dozens of minor improvements and changes that made the end-user's Web experience a little better. The shipping version stays true to that mission. The final code I tested last week improves and adds significant features, such as AutoSearch, Search Assistant, and Internet Explorer Administration Kit 5.0 (IEAK 5.0). These improvements were enough to make me finally switch from Netscape Navigator to Explorer 5.0.

At first glance, Explorer 5.0 didn't look much different Explorer 4.0, but using it just for a few minutes revealed some significant improvements. Improved usability, ease of deployment, and price are three compelling reasons to upgrade to this version of Explorer. The only flaw I could find is that Explorer isn't currently available for the Macintosh platform. A Macintosh version will follow soon.

THE BOTTOM LINE



Internet Explorer, Version 5.0

Internet Explorer 5.0 overall is a much better tool for users to mine the web. The browser is fast and is stable. The Internet Explorer Administration Kit 5.0 and the price, or lack of, makes this version a worth while upgrade for all organizations.

Pros: Improved usability, refined search tools for web navigation, Internet Explorer Administration Kit 5.0 for deployment of custom Explorer versions.

Cons: Lack of Macintosh

Flexible customization

As a network administrator, what really impressed me was IEAK 5.0, an improved utility that offers a simple way to let me build and deploy customized Explorer installation configurations for different groups of people. Using a set of comprehensive wizards, I was able to configure and then publish a custom Explorer installation. The wizards took me step-by-step through the process; I could choose the platform choice, language, and location for the finished custom Explorer installation and a lot more. I was even able to replace graphic elements within the browser such as the rotating globe in the upper right of the browser.

With this type of control I could easily set up a number of test configurations to deploy. One configuration, for example, had the Content and Security Tabs locked from users and another configuration gave users control over their settings.

One of the features of the custom configuration I liked most I could choose to have a custom version of Explorer installed invisibly, so that when the users clicked to upgrade they were not prompted to enter information into dialog boxes.

Stronger searching

A brand-new installation wizard allowed me more flexibility to determine which browser components were installed, and settings and bookmarks from the previous version of the browser were imported without damage.

Further, anyone who has used the Web to find relevant information knows that it's as hard as folding a pillow into a cigar box; thus, users will like the improvements made to Explorer's search tools. The AutoSearch, for example, allows users to specify which search engines to use and in which order to use them when a search is requested. You can customize AutoSearch using a simple point-and-click interface. When I looked at the product, I selected AltaVista, Excite and Yahoo as my search engines then moved Yahoo to the top of the list.

Pressing the Search button opens a familiar pane on the left side of the browser revealing new Search Assistant that now allowed me to get more accurate results by using the search engines optimized for specific types of information. I could choose to look for a web page, a person's address or e-mail, newsgroup or even an item in an encyclopedia.

version.

Microsoft Corp., Redmond, Wash; (800) 4.026-94.000, (4.025.0) 882-8080, fax - (4.025.0) 936-7329; www.microsoft.com

Price: Free

Platforms: Windows, 3.x, Windows 95, Windows 98, Windows NT, HP-UX, Sun Solaris

Filling in blanks

Explorer includes an improved version of the AutoComplete feature, which makes getting to sites easier. While typing a URL into the address bar, the AutoComplete feature drops down a list of previously visited sites that matched the spelling. In addition, when filling out forms on often-used sites, AutoComplete pops up a list of previously used entries. For example, when a user types in the first letter of their log-in on a protected site, a drop-down list shows previously entered log-in names; choosing the right one automatically enters the password in the password field. This dramatically simplifies the process of filling out lengthy address forms. My only wish is that I could have edited the list containing this information, in case I made some errors filling out forms. Instead, my only option was to delete it.

Previously, Explorer users could download an Alexa client, a Web navigation service designed to aid navigation, provide information about sites currently visited, and make site recommendations. Explorer now sports an integrated Alexas client. This puts it on par with Netscape Navigator, which offered this feature in Version 4.5 of their browser.

The Explorer browser offers a lot of other features and enchantments. These include autocorrection to correct typing mistakes in URLs and error messages that are simpler to read, instead of the standard HTTP error messages.

One of my favorite features, but certainly not a productivity booster, is Windows Radio Toolbar, which let me listen to Internet radio from around the globe with radio controls easily accessible on the toolbar. I could also download entire Web sites, including image files, save them in folders rather than cache for later viewing.

I was an avid Navigator user in the past; however, the combination of speed, usability, and price has finally convinced me to switch to Explorer 5.0 and I would strongly recommend the same to all organizations.

Andre Kvitka (andre_kvitka@infoworld.com) is a technical analyst at the InfoWorld Test Center.



Your two cents. Tell the lab what you want to see tested.

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versions of IE, Explorer edged out Communicator by a hair, 43.8 percent to 41.5 percent.

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The importance of the corporate market is underscored by Microsoft's aggressive courting of it. Microsoft last week said that firms

including Compaq Computer, Eli Lilly, Pfizer, and Ernst & Young were planning to use IE 5. Together those customer "wins" represent more than 300,000 desktops, according to Microsoft.

But Netscape has thrown a couple of massive monkey wrenches into the machinery of Microsoft's onslaught. The most recent of these, and most immediately relevant to market share, is its deal to be acquired by AOL.

AOL won't switch--yet

On announcing the acquisition, which involves a strategic alliance with Sun Microsystems, AOL chief executive Steve Case said that AOL would continue to use Internet Explorer as its client even after it owned Communicator. Case cited strategic reasons having to do with placement on the Windows desktop for that decision.

But analysts and others close to Netscape question that reasoning and cite other reasons for Case's decision to stick with IE--a decision they say is only temporary.

The first of these reasons is that Communicator still has some catching up to do by way of technology before AOL can use it.

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Microsoft claims, but analysts are backing them up

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First, AOL can use IE since IE 3.0 has had a "componentized" architecture, meaning that third-party developers can build on individual components, for instance just the browsing engine. Communicator has componentization in its future, but not until version 5.0, which will be released toward the end of the year.

The second reason AOL does not want to immediately embrace Communicator, sources close to Netscape speculate, is that doing so would lend credence to Microsoft's argument in the antitrust trial against the company that the Internet market is fluid and Microsoft's competitive advantage is by no means assured. If AOL is going to take a sizeable chunk out of Microsoft's market share, this strategic scenario goes, it doesn't make sense to do so until after the government has concluded its case.

The third reason AOL is likely to keep IE for the foreseeable future is that the world's largest Internet service provider just last summer launched its massive campaign to get users to switch to AOL version 4.0. With a mostly low-tech constituency loathe to upgrade, AOL is unlikely to push a browser change sooner than absolutely necessary.

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Date: Mon, 22 Mar 1999 15:33:59 -0700

Subject: Presidio release pick-up!

From: "Quimby Mills" <quimby@antennapr.com>

To: Cynthia Lohr <cynthia@alexa.com>

, Jill Pagliaro <jill@antennapr.com>

, Christine Gasparac <christine@antennapr.com>

Hello team,

An Alexa mention in a SF Examiner article that ran on 3/18/ and 3/19.

Quimby

++++++

BUSINESS

Tenants picked for Presidio's Main Post space 14 groups will share eight former Army buildings

George Raine; OF THE EXAMINER STAFF

03/18/99

San Francisco Examiner

SECOND

Page C- 1

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Fourteen enterprises, including seven nonprofit groups, are negotiating to lease space in the historic Main Post of the Presidio of San Francisco.

The prospective new tenants were chosen from among 100 groups that sought to locate in the Presidio, which is being transformed into a self-sustaining national park. The 100 groups responded in December to a request for qualifications issued by the Presidio Trust, which is managing the make over of the old Army base.

"These nonprofit and for-profit organizations exemplify themes that fit the park, including technology, education and youth, and foundations," Presidio Trust

Executive Director Jim Meadows said Wednesday while naming the 14 tenants.

Pending lease negotiations, the 14 groups will move into more than 108,000 square feet of space available in eight buildings on the Main Post.

One building - Building 36, the former Military Police Office - would house six tenants, five of which are nonprofits, with space needs of 650 to 2,300 square feet.

Among those negotiating for Building 36 is Aspen Group Inc., a housing

development organization in rehabilitation, construction and management of senior, low-

and medium-income housing. Other prospective tenants are Hadassah, a Jewish women's organization; National Lymphedema Network, promoting awareness of

and treatment for lymphedema; Stone Foundation, a charitable foundation concerned with education, children and youth, religion and mental health; Susan G. Komen

Breast Cancer Foundation, a volunteer group; and The Guardsmen, an inner city recreational and educational funding program.

The remaining Main Post tenants would be Alexa Internet , an Internet and Internet archive company; Presidio Internet Center Partners, an Internet training and

operating center; Interfaith Center at the Presidio, providing inter-denominational services; AYUSA International, an international student exchange program; Erler &

Kalinowski Inc., an environmental engineering firm; InTouch, an Internet-based provider of digitized music; John Stewart Co., a residential property management

company; and the Concord Group, an economic consulting firm.

The selection process is also under way for several other historic Main Post buildings. A separate request for qualifications will cover those structures.

In 1998, the San Francisco Film Institute was the first tenant to sign a long-term lease with the Presidio Trust for Main Post space. The institute is leasing a

67,000-square-foot building and the 800- seat Presidio Theater.

The Main Post buildings date from 1862 to 1941. They will be rehabilitated in accordance with national historic preservation standards, said the trust.

Under terms of 1996 legislation, the Presidio must become self- sustaining by 2013, but its natural, historic and scenic resources must be preserved. Commercial and

residential activity at the Presidio must generate \$36 million annually to cover maintenance and operating costs while remaining a national park.

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Berst Alert

THURSDAY, MARCH 18, 1999

Why I'm Abandoning Netscape



**Jesse Berst, Editorial Director
ZDNet AnchorDesk**

We like to think of ourselves as logical business people. In truth, many decisions we make are based on emotion. (I wore a green tie yesterday for St. Patrick's Day, even though I suspect green ranks in the 34th percentile of color choices most associated with power and influence among males ages 40 to 50 in the technology information sector.)

For years, many have chosen Netscape's browser product as much from emotion as from logic. It's fun to support an upstart underdog with bright ideas and a pioneering concept.

But I had an advance look at Microsoft's Internet Explorer 5. And I've decided emotion be damned! I'm going to do what makes more sense logically. And I think right now, IE 5 is going to be a better business tool. *With these caveats:* I won't vouch for the stability of the first IE 5 release; it's bound to have bugs. And I'm sure Netscape will make a valiant attempt to leapfrog IE 5 with its next release this summer. [Click for more.](#)

Even so, here are the things that have me leaning toward Internet Explorer 5:

Speed: IE 5 renders things a little faster than Navigator. More importantly, better caching along with interface improvements make things *seem* faster from the Web surfer's perspective.

Ease of use: IE 5 has auto-everything. Auto type-ahead. Auto correct. Auto search. Even auto configure, which lets you automatically detach your laptop from a network and use it on a phone line instead.

Convenience: IE 5 has a cool new radio bar that sits right under the address bar and includes play/stop and mute buttons, a volume dial and a drop-down menu. Tighter integration between the browser and Hotmail, Microsoft's free Web-based

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browser and Netmail, Microsoft's free web-based email, is another key improvement. (And don't miss the new feature that lets mobile users download Hotmail messages in Outlook Express for working offline. It's awesome.)

Choice: Through deals with Alexa, Bloomberg and others, a new Web Accessories initiative lets IE 5 users receive information (email, stock quotes, news) from other Web sites. The pushed content shows up in a separate browser pane even as the user surfs the Web.

Don't get me wrong. Browser choice should depend on your needs and preferences. Netscape's latest browser has plenty to like, too:

- Netscape ships with RealPlayer (which Microsoft refuses to do for political reasons).
- Navigator offers stronger links to valuable Web services -- key word search, address book, calendar among them.
- Navigator has instant messaging, for those who want to know when friends are online.

That's today. When Netscape shifts to Gecko -- its new rendering engine -- it may gain an edge in rendering speed.

For now, I've decided to let my head rule my heart. If you're a business person, I think you should take a serious look at IE 5, too.

But that's my perspective. The great thing about AnchorDesk -- IMHO -- is that we get the benefit of many opinions, thanks to our TalkBack mechanism. Whether you agree or disagree, please enhance our IE 5 understanding with your viewpoint. Click below and type in your opinions. You're also welcome to continue the debate in my [Berst Alerts forum](#). And please take the Quick Poll below.

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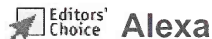
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In Software



Pros: Gives you ten related links to the current page.
Cons: Cuts your surfing performance anywhere from 10 to 20 percent.

It's simply impossible to get from Web point A to point B without a detour. There's too much in between, so you get lost or sidetracked or seduced by the inevitable "Win a free Pentium III"-type ads that you stumble upon. No surprise, then, that the Web is such a black hole for spare time.

Alexa, a navigational aid that slips inside the skin of Internet Explorer (and attaches to some versions of Netscape Navigator), doesn't perform searches--the typical way to skip straight to the stuff that matters--but instead cranks out a top ten list of related links.



Alexa's ten related links nudge you into a more logical navigation of the

Related links

Here's how it works: Head to Quicken.com's retirement subsection, for instance, and Alexa's related links include sites ranging from RetireWeb to Armchair Millionaire. Channel-surf to ESPN.com, and Alexa posts links to CBS SportsLine and Fox Sports, among others. Alexa's usually on the mark, but it's not always the sharpest knife in the drawer. If it were, you'd see a link list of sites that cater to college hoops when you leave ESPN.com's front page to read the latest NCAA round ball news. You don't; instead, Alexa simply repeats the generalized list of generic sports sites.

Flexible toolbar

Alexa puts its link list in a toolbar that can stretch across the bottom of the browser window or along the left-hand side. The toolbar contains more than just links; it also reports on such site stats as the amount of Net traffic it receives and starred reviews (if available) of the page from sites such as Yahoo. Alexa (the company, not the copy on your hard drive) also

Net. archives the web, storing terabytes of pages as if they were redeemable coupons. If your browser returns the dreaded 404 error (page not found), Alexa digs up the most recent version of this page from its database and replaces the error page with a working page.

Slower surfing

What's Alexa's major drawback? Its bits-per-second overhead. Each time you pull a page to the browser, Alexa goes out and retrieves *its* links and stats data. Downloading just a page is slow enough at 28.8 or 33.6 kbps (and even at the mythical 56k); add Alexa's demands, and page presentation slows by 10 to 20 percent. You can soften this impact by using the NetSonic accelerator (visit the Resources link at the bottom of this page).

But that's the price you pay for a great guide.

Note: Navigator 4.5 users can skip Alexa, since its most useful info--the related links--are built into that browser's What's Related function. When What's Related is enabled, Navigator shows Alexa's top ten links in a drop-down menu. (For more details, see the related link in the left column of this page.)

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MARKETPLACE

TECHNOLOGY JOURNAL

Rich Ideas of the Web's 'Librarian'

'Clickstreams' Are Pathway To a Fortune

By KARA SWISHER

Staff Reporter of The Wall Street Journal

OR A PIONEER of the digital age, Brewster Kahle looks awfully analog.

He proposed to his wife by printing "Will you marry me?" on an antique letterpress. He named his first child after a popular 18th-century typeface called Caslon. And he often compares himself to a librarian in ancient Alexandria.

But no one involved with the Internet is fooled by that. Mr. Kahle, who is 38 years old, is a Web philosopher with a knack for turning his woolliest ideas into investment home runs. In 1995, he sold a futuristic outfit that searched vast pools of online data to America Online Inc. for \$15 million in stock. Then he started a company that sought to keep track of absolutely everything on the Web. Last month he agreed to sell that one, Alexa Internet, to online megaretailer Amazon.com Inc. for stock valued at more than \$250 million.

That's a lot of money for a 50-person company with less than \$500,000 in annual revenue and no profit. But Web companies are on the prowl for tiny companies with big ideas—and



Brewster Kahle

Mr. Kahle's ideas, many centered on the safekeeping of human knowledge, have become a lucrative commodity.

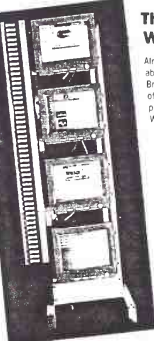
Alexa's vast databases use technology to capture the online footprints of users as they travel across the Web and figure out discernible patterns from that

movement. For online retailers like Amazon, that kind of information is anything but abstract. It could help determine how to put in front of people exactly what they want to buy when they want to buy it.

Mr. Kahle is nearly euphoric at the prospect of being able to reach out to Amazon's 8.5 million users for an even better sense of how the Web truly operates. "I have always thought that the hidden resource of the Internet is not the content, but the users," he says. In fact, he adds, the questions to ask are these: "Where did other people go that were on this Web page that I'm looking at? Where else did they go in such a way that they had a good time? What can others with experience teach me?"

These were the weighty issues he debated with Jeff Bezos this year when the billionaire founder of Amazon flew down from Seattle to visit Alexa's offices on the old Presidio Army base of San Francisco, overlooking the

Please Turn to Page B6, Column 3



The Ultimate Web-Head's Picks

Almost no one on the planet knows more about the online contents of the Web than Brewster Kahle. Once he gave the Library of Congress a sculpture (left) made up of pages from 500,000 sites. Some of his Web favorites.

- **Encyclopaedia Britannica, www.eb.com**

"I like to go to this site when I come back from an historical movie to find out more about a topic."

- **Old election sites**

"It's important to save these. At the very least to go back and make sure they kept or probably didn't keep—their campaign promises. Since the Internet is a primary way of broadcasting information, rather than getting it secondarily through the media, it's important to see how politicians wanted to portray themselves."

- **Heaven's Gate**

"This may seem morbid, but the members of that cult were Web designers, so a great deal of what they had to say and what they believed was only posted on the Internet. All their manifestos and signs to what was going to happen are there and we need to save it in order to go back and understand how these things happened."

- **www.megacar.com**

"Trendy sites are all over the Web and they give a flavoring of the world for a particular moment and paint a portrait of a time that is difficult to get from the official record. There is one site still up that I love: for example, at www.megacar.com, which is an effort to put a local area network in a car. The idea is so clearly witty that it would probably have disappeared over time without a trace unless we save it."

- **My Yahoo, www.my.yahoo.com**

"It's a great customizable briefing in the morning of everything I want to know."

- **Internet Movie Database, www.imdb.com**

"This may sound self-serving since Amazon owns them now, but I have always loved this site. It is a great movie database, which uses the Internet community in a way that is kind of unique. Because it makes a database out of contributions of thousands and thousands of people's ideas."

- **Peapod, www.peapod.com**

"I love home-delivered groceries. I would probably use Home Grocer (a retail service that Amazon invested \$40 million in earlier this week) now, but it is not available in the San Francisco Bay area yet! But I want all these services to be terrific, since grocery shopping is not the highlight of my day."

Smart Shopping for Any People
 • Encyclopaedia Britannica to your door
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 • Over 2,000,000 online items



Peapod



World Wide Web's 'Librarian' Grows Rich on Ideas

Continued From Page B1

Golden Gate Bridge. The pair ignored the stellar view, engaging instead in lively discussion. Says Mr. Kahle: "It was very geeky, but he seemed to get it, and we started to drink each other's Kool-Aid pretty quickly. The effect was that I thought, 'I could really work for this guy.'"

Much of their conversation centered on the importance of collecting "metadata"—information about information. It's the kind of topic that crops up at the regular Thursday dinners that Mr. Kahle and his wife, Mary Austin, have for technology savants at their home, also on the Presidio. As a way to jump-start conversation, Mr. Kahle asks the assembled to ponder a deep question, "What does it take to build your dream?" he asked on a recent evening.

A graduate of Massachusetts Institute of Technology, Mr. Kahle designed supercomputers for a decade at Thinking Machines Corp. It was there that Wide Area Information Server, the company he sold to AOL, started as a research project. After a period of testing, the company became quickly profitable from contracts with unlikely sources, such as the short-lived presidential campaign of H. Ross Perot and later his database firm, Perot Systems. Other customers included the New York Times, The Wall Street Journal and Encyclopedia Britannica.

Mr. Kahle's WAIS was designed to be used by mainstream customers who use personal computers, which is why he sold to AOL. He considered the online service to be at the forefront of bringing interactive technology to the average Joe. And since AOL was able to pay publishers royalties with usage fees from customers, it seemed like a natural fit to Mr. Kahle. "I'd always been interested in big data and how do you make that information accessible to the masses," he says. "But when you had just a big computer with no way to access it, it was sort of like having a Ferrari that nobody knew how to drive."

After a short stint at AOL, Mr. Kahle left to found Alexa, using \$1 million of his own windfall, along with \$300,000 from Bill Dunn, formerly an executive with AOL, and a \$10 million investment from the same Swiss investment group that owns Encyclopaedia Britannica. Mr. Kahle named the start-up after the ancient Egyptian Library of Alexandria and dubbed himself the Internet's Demetrius, its first librarian.

"It was the last place a group of people tried to collect all knowledge in one place, but after 2,000 years it became too big a collection to be able to do that with, because of the size of the paper and physical objects," he says. "Now, with electronics, you can actually collect it all in one place and organize it."

But the Web has often been described as a giant library with all the books scattered on the floor. And since it was growing by an estimated 1.5 million pages a day, figuring out a way for a user to determine all that was available was no easy task. Mr. Kahle has pressed ahead anyway, using two ways to collect information: robot technology that crawls the Web and software that latches on to users' browsers and sends information about "clickstreams" back to Alexa computers. Along with the actual pages comes other information, including the number of people visiting the site, the places they jumped off to and what other Web sites were linked to it. Alexa's databases are now 13 terabytes in size, equivalent to 13 million books.

While some Web sites stop Mr. Kahle's robot technology from collecting the information, he says, most do not block it. And those users who don't want Alexa software to track their movements can disable the software, though most do not.

But how much information customers want online companies to have about their habits has yet to be sorted out. Mr. Kahle is

aware of the myriad of privacy concerns raised by the sale to Amazon of Alexa, which he says will be run as a separate subsidiary. That means that strict guidelines on the use of the information he collects will remain in place, he says, including filters that make anonymous individual names and dissociate personal data.

While Mr. Kahle is adamant that Alexa's privacy protections won't change, Amazon has yet to indicate how it plans to use Alexa technology with its retail services. Mr. Kahle says he has extracted a promise from Mr. Bezos to keep information flowing from Alexa to the Internet Archive, a nonprofit service he co-founded that preserves Web data for research purposes and posterity. The Archive is separate from Alexa but relies on it for raw material.

Mr. Kahle has even had the Web preserved in artistic form, commissioning an interactive sculpture by Alan Rath that he donated to the Library of Congress last year. Made up of 44 digital tapes and four fire-engine-red monitors piled one atop another, it displays pages gleaned from 500,000 sites from January and February 1997, continually flashing three sites a second.

Steeped as he is in electronic data, Mr. Kahle is also a bibliophile. He binds books by hand as a hobby and a few years ago designed an accordion-style diary that lies flat without a spine so that he could write without interruption or discomfort. "When you are writing your deepest thoughts," he says, "you should not be stopped by the technology you use to do so."

Article 1

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PERSONAL TECHNOLOGY

USER FRIENDLY

BROWSER BROUHAHA BUBBLES UP -- MICROSOFT DEBUTS INTERNET EXPLORER UPGRADE

PAUL ANDREWS

03/21/99

The Seattle Times

FINAL

Page C1

(Copyright 1999)

The browser wars are getting interesting again.

When Netscape last year decided to make its browser free to all comers and post its source code on the Internet, many assumed the product would drift like a rudderless ship. Lots of developers would add widgets and geegaws, leading to incompatibility between various versions.

Instead, Netscape has marshaled the open-source process effectively, keeping its browser's evolution under control. The company also has followed its plan to transform Netscape Navigator into a Web-services browser with innovative search features and more powerful mail software.

Moreover, Netscape has adopted Microsoft's strategy of making browser components such as security and layout available in modules to developers of Web-smart applications. For example, a vendor wanting to provide transactions over the Web might want to take advantage of a Netscape security module.

If the browser pioneer can deliver on its promises for its next as-yet-unnamed browser upgrade, it will match and may exceed some of Microsoft's traditional advantages.

Microsoft is not sitting still, however. Its new **Internet Explorer 5.0** for Windows, unveiled Thursday, has some nice enhancements. One caused my longstanding Macfanatic wife to consider switching to a Windows machine.

Additionally, Microsoft is moving ahead with a cross-platform strategy that differentiates Explorer on the Macintosh. I have yet to test the Unix versions of IE 5 and am intrigued to know whether they, too, contain features not found in the other iterations.

None of the recent advances matches the breakthrough excitement of the browser wars during 1996 and 1997, when Microsoft and Netscape vied weekly for Web innovation and leadership. Clashing on a dizzying array of browsing features, Internet standards and vision initiatives, the two titans popularized the concept of accelerated product development, dubbed Internet time.

By late 1997, users were worn out just trying to keep up with each new download. Today, Internet time has slowed dramatically - and thankfully. Browser improvements are based more on the continuing evolution of the Web rather than on the look and feel of the browser itself.

Still, the characterization of IE 5 as an incremental upgrade does it a disservice. True, nothing upon installation leaps up and knocks you over. But there are a slew of refinements, improvements and enhancements, which, added together, make IE 5 a must-have upgrade.

A few examples:

If you open a Web page for editing, IE 5 puts an icon in the Toolbar showing the related application (Word, Excel and so on - any applications vendor can take advantage of the feature). Clicking on the icon (or "Edit with . . ." under File on the menu bar) calls up the currently displayed page. From there you can edit the page (in script form). If it is your own page, you can repost it to the server when you're finished.

for digital music via a cable connection.

Even with a high-speed connection, setting up radio feeds requires a few more steps than IE 5's feature. You need a RealNetworks player, for one thing. IE's contribution is to simplify the procedure measurably.

And I found that even with DSL, my radio feed got randomly dropped. Microsoft said this is an issue with the transport (in other words, the feed, not the software). I will keep loyal readers posted on our home's ongoing digital-music psychodrama.

I would not want to steer Cecile away from the Mac on the basis of IE. The Mac version, 4.5, contains some slick features not in the Windows version. It has the Mac's quick, easy installation procedure. It has additive side tabs for things like Favorites, History and Search. And the scrollbar takes advantage of one of those why-didn't-they-do-this-before? Mac OS 8.5 innovations: placing the scrollbar arrows together, rather than separating them (the up arrow at the top of the scrollbar and down arrow at the bottom).

Putting the arrows together saves a lot of tedious mousing around.

The Mac IE also has a nice feature called Page Holder, which hangs on to the home page of a Web site with lots of links, so you can get back to where you started instantly without having to do a lot of "Back" buttons or retype the URL.

Form AutoComplete is another Mac IE plus. When registering at sites or filling out purchase orders, you often have to type the same personal information over and over. Form AutoComplete does it automatically (most of the time, anyway; some forms do not comply).

Mac IE also provides some useful streamlining of display and print, enabling you to print a page on one sheet of paper (rather than the usual broken-image two sheets) and turn off things like black backgrounds, which devour toner. Although I don't have testing equipment to prove it, Mac IE seems faster than its cousins. Mac IE's Outlook Express mail reader has some unique enhancements as well.

Where once Microsoft tried to unify features between its Mac and Windows products - a process that usually meant releasing the Mac version six months later - the game plan today is for each side to do its own thing. There are some Mac features I wish IE 5 on Windows had, and vice versa.

The Macintosh Business Unit, a happy bunch of folks shown on Microsoft's Mactopia Web site, is slaving away to leapfrog Windows IE with its own next version.

Where does all this leave Netscape's Navigator? It has some slick features, including the aforementioned What's Related and a new Internet phone icon. Netscape's suite of related products, Communicator 4.51, includes group calendaring and scheduling for networked enterprises and places greater emphasis on buddy lists and chat sessions, a foreshadowing of what is expected to be tight integration with America Online. AOL last week completed its acquisition of Netscape.

More intriguing than Communicator, however, are Netscape's plans for its next browser release. I hesitate to call it an upgrade, because it looks like it will be based on new code. It has not yet been titled.

Netscape is rewriting its rendering engine - the software that displays Web pages - to be small, fast and portable. Netscape's own tests show the new engine, dubbed "Gecko" (a small lizard) in a play off Netscape's original reptilian mascot, Mozilla, to be 10 times faster than 4.5 and 19 percent (or one-fifth) faster than IE 5.0 for Windows.

This is an indirect acknowledgement of IE 5's blazing speed. Gecko intends to up the bar again.

The Netscape folks say they will continue to enhance the browser's same-time communication features and take advantage even more of the Web's growing service orientation. Netscape also is breaking out its browser into components, a strategy that helped Microsoft win key deals with America Online, PointCast, Intuit (Quicken) and other leading applications vendors.

Netscape resisted componentization early on because it wanted to keep its identity prominent. The open-source move, Netscape executives say, accelerated the company's effort to componentize its browser technologies. The next version also will offer far more support for Web standards than previously, a move expected to improve its adoption by Web designers and site builders.

This is a first step toward making Web pages as easy to compose and alter as an e-mail message. If you believe that someday we all will have Web addresses the way today we have phone numbers and mailing addresses, this integration between the browser, Web site and editor will prove a boon to putting the power of the Web in individuals' hands.

The edit function is typical of IE 5's improvements: subtle, yet pointing the browser in new and compelling directions.

Simplicity is another area of focus in the new IE. Error messages are more explanatory, written in plain English, and helpful. Instead of something like "Error: DNS Not Found" you get a detailed message beginning, "The page cannot be displayed" and listing some possible reasons (including the most common one, that you simply typed in the address wrong).

IE 5 also has changed its automated type-ahead feature. Whereas IE 4 would attempt to complete a line based on its first few letters (e.g. typing sea would produce the line seattletimes.com automatically), IE 5 displays a drop-down menu with a variety of possible selections.

Users will need to experiment to determine which they prefer. The drop-down requires using the mouse to choose a selection and click. The drawback to the IE 4 method was that it often auto-completed an address further into the site than the home page, e.g., seattletimes.com/news/technology/html98/paul19990321.html when all you wanted was seattletimes.com.

You can change the default option by going into IE 5's Tools, Internet Options and Content menu.

The drop-down function also works whenever you conduct a search, a feature I immediately liked. This saves lots of retyping when you are using multiple search engines or conducting on-site searches on different pages of a Web site.

You also can change the order of icons on the IE 5 Toolbar, a feature I immediately took advantage of by moving the "Stop" button to the end of the row. I wish IE 5's icons were a little more interesting, but the Microsoft team says users resist tinkering with a familiar interface.

Adopting a popular Netscape innovation, Microsoft has added a "Show Related Links" feature (under Tools). Both browsers use the same service, provided by Alexa Internet. But Netscape is trying to stay a step ahead by adding its own keywords and links to the Alexa base.

"What's Related" aims to offer a list of similar sites to the one being displayed. It's a great idea, but the technology needs to keep improving for it to become truly useful. Thorny marketing issues - does Nike appreciate sending a user from its site to the Adidas store, for instance? - may need to be resolved as well.

IE 5's "Back" and "Forward" buttons are much better than IE 4 at keeping tabs on recently visited sites. And IE 5's "History" feature seems to be more robust as well (although I got to test it only for about a week).

I did encounter one glitch, a "Runtime error," in my mail reader, Microsoft Outlook, after installing IE 5. The error message still pops up occasionally, and Microsoft is trying to replicate it. It does not cause the system to crash or create any other conflicts that are noticeable, but it is an irritation to say the least.

By far IE 5's most popular innovation, at least in our household, proved to be a widget called the Radio Bar. Clicking on the option under Tools inserted a volume/play interface under the browser ToolBar. From there I selected a British classical radio station from a handful of stations offered by IE 5.

Cecile, my wife, heard it and came running in, asking what it was and how she could do the same thing on her Mac. Since TCI cut off our Digital Music service (we now would have to subscribe to \$40 a month worth of unwanted TV stations to get digital music), Cecile has been looking for a way to provide background music while she works at her computer.

When I explained what was going on, she asked if she could get a new Windows computer.

In truth, she could set up her Macintosh to do the same thing. One key is to use a high-speed DSL connection. Internet radio does not work as well, when it works at all, on a regular modem. You have to have at least 56Kbps throughput, and your service provider has to tolerate your staying online continuously.

As it stands, however, it may be a better deal for our household for Cecile to get connected with DSL than for us to pay

IE 5.0's best surprise: No surprises at all

Microsoft's browser lives up to its upgrade status without trying to rock the Internet world

BY JIM RAPOZA AND MATT KRAMER, PC WEEK LABS
REVIEW

THE LAST TWO RELEASES OF Microsoft Corp.'s Internet Explorer have been major events meant to shake the Internet, but IE 5.0 is just a useful and worthwhile upgrade. Its strongest selling point is that it doesn't try to be anything else.

IE 5.0, which is free and was released last week, is much more customizable than Netscape Communications Corp.'s Communicator and previous versions of IE. In PC Week Labs tests, we could customize the browser interface and choose which components to install. The browser also has improved navigational aids and better support for standards such as XML (Extensible Markup Language), DHTML (Dynamic HTML), and Cascading Style Sheets.

There are no major revelations here—no True Web integration or Channels. IE 4.0's failed attempts to change how the Web was used. Version 5.0 includes useful new features and addresses some past concerns but doesn't radically change the product.

Like many upgrades, especially those from Microsoft, IE has become bloated. The minimum install eats up nearly 30MB of disk space, and a standard install uses about 50MB. In fact, when Microsoft says IE is part of the operating system, it's not far off. At the full-install size of 110MB, IE 5.0 is actually bigger than most operating systems.

As for the contention that IE is really a feature of the operating system, it depends on which version of Windows you're using. Under Windows 9x, which by default is heavily integrated with browser technology—IE does work more like a feature.

However, IE 5.0 is less integrated with Windows 95 and Windows NT than was IE 4.0, even though there is no uninstall option. Users instead are instructed to "Restore previous Windows configuration."

Although individual users will want to upgrade, companies must weigh the new features and the ability to install just some components vs. the browser's increased size. The 100MB full-size install includes all components, but most installs will be closer to 50MB. The install-executable that users will download is about 7MB. During

could quickly repeat the search using different engines. IE 5.0 provides a list of sites related to the one being viewed; like the same feature in Communicator, this information is provided through the Alexa service.

When we typed a URL in the address bar, IE 5.0 displayed a drop-down list of sites with similar addresses. IE 5.0 also has an AutoComplete feature that can remember names and passwords entered in forms, but because this information is stored on the system, this feature poses a potential security risk to private accounts on Web sites.

When saving a Web site as a Favorite, we could choose to save it for offline browsing. The new Synchronization feature lets us update offline content on demand or automatically, based on a schedule.

IE's main components have been refreshed, and users have a choice of clients to use for e-mail—either Outlook Express or Microsoft's other Web-based e-mail client.

The IE 5.0 mail client makes it possible for Hotmail users to send and receive mail as if Hotmail were another mail server. Rather than navigating to the Hotmail site via the browser and logging in, we used the mail icon on the toolbar to go straight to an in-box to check for new messages or to the compose window to create mail.

This convenience comes at a price, however, as it doesn't work offline. Microsoft plans to make the code for connecting the mail component available to other Web-based mail services.

Outlook Express has a new user interface that brings it up to par with other browser-based e-mail clients. Among such options is a helpful "Summary" view of new mail and newsgroup messages, and multiple profiles, which allowed us to easily switch between e-mail accounts without logging off.

Outlook Express originally included a feature to automatically scan and remove spam e-mail. Due to a recent court order, Microsoft had to remove this feature, but users can still configure their own rules to remove some spam.

IE 5.0's Synchronization feature came in handy in the messaging area. We could retrieve new e-mail and newsgroup messages with one click and then go offline to read them.

PC Week Lab senior analysts Jim Rapoza and Matt Kramer can be reached at jim_rapoza@comcast.net and matt_kramer@comcast.net. For ZDNet's special report

BUSINESS SENSE

Users of Microsoft's Internet Explorer will find version 5.0 a compelling upgrade, with lots of good new features. IE 5.0 provides increased capability without forcing users to relearn the browser interface.

Companies planning to deploy IE 5.0 will be glad that it lacks the additional training problems associated with IE 4.0 but will have to decide if the new features are compelling enough to deserve widespread deployment.

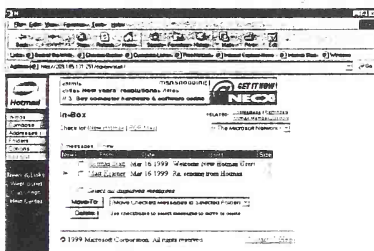
However, Netscape Communicator loyalists will find little here to make them switch. Web browsers have finally reached commodity status, and the choice of a browser has become mainly a matter of personal preference and attitude toward the company that makes the browser.

Short-term impact

Although IE 5.0 was a stable release, companies should go slowly in implementing the new browser, especially given the high bug and security flaw rate typical in version 4.0 browsers.

Long-term impact

The Web browser market appears to have reached a period of relative sanity, but this could change with the release of Mozilla 5.0 later this year. The first release since Netscape opened the source code of its browser could offer a few surprises. Although changes in HTML have slowed, companies should keep an eye on other standards, such as XML, which could change the way Web pages are deployed.



Microsoft's IE 5.0 offers Hotmail users a direct link to the Web-based e-mail service.

installation, the program will download the rest as it goes.

Customized tools

We liked the ability to customize the toolbar, an option not available in Communicator. A very welcome new feature let us configure the browser for multiple dual-dial settings. This allowed us to configure different proxy settings and configuration scripts for each connection.

When using the Search Explorer, we could choose which search engine to use and the search engine we performed a search with.

LABS-EYE VIEW: MICHAEL CATON

At 10MB, Internet Explorer 5.0 is no longer part of the operating system; it's an operating system unto itself. Clearly, there has to be a better way.

I see some hope in this latest version of Internet Explorer that Microsoft is realizing that trying to change the Web with feature bloat isn't an effective strategy. De-emphasizing Active Desktop and Channels is evidence of Microsoft's change of heart.

What really happens is that the Internet changes the browser. If it weren't for XML and DHTML and the applications they will enable, would it really be worth upgrading 10,000 users for a customizable toolbar?

The browser needs to evolve in the way that operating systems and applications are. I don't want to spend 5 hours downloading bloatware. Because the software is free anyway, I'd like to see Microsoft and Netscape take the service pack or component route. It is easier to test and validate small components for utility and security holes than it is to do the same for large applications that are rife with features users never touch.

Michael Caton, PC Week Labs' East Coast technical director, can be reached at michael_

PC WEEK LABS

EXECUTIVE SUMMARY

Internet Explorer 5.0

Internet Explorer 5.0 is a compelling and well-made upgrade that doesn't have any major surprises. Microsoft's browser

- USABILITY **A** gives users more options for how they
- PERFORMANCE **B** browser works, but
- INTEROPERABILITY **A** those with limited disk space might not be able to run it.
- MANAGEABILITY **A**

Highly customizable installation and interface; improved Web navigation aids; mail client integrates with Hotmail.

Very large installation size; lacks spam filter; lack of offline message creation when using Hotmail.

Microsoft Corp., Redmond, Wash.

(800) 425-9400; www.microsoft.com/ie

SCORING METHODOLOGY: www.pcweek.com

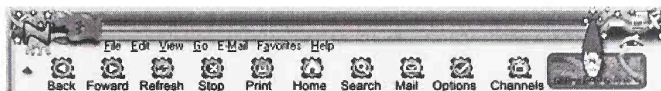
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Alexa (Internet Explorer)

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new **popular** *pick*

Version	3.0
Release date	March 22, 1999
File size	65K
Downloads	1,732
License	Free
Minimum reqs.	486, Windows 95/98/NT, 24MB RAM (32MB on Windows NT 4.0), Internet Explorer 4.0
Approx. download time	less than 1 min. at 28.8 kbps



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Description:

Note: The download link for this title leads to an Internet Explorer automatic installation page. You must be using Internet Explorer in order to download and install this software.

Alexa is a **free Internet navigation service** that helps users surf the Web. The service helps users determine the value of Web sites by offering a variety of **stats and facts about each site they visit**, such as who owns the site, how many pages it includes, how frequently it is updated, and so on. If a Web page's server is down, Alexa **has a public archive of cached Web sites to which it can redirect you**, enabling you to **avoid those "not found" messages**. Alexa also features clickable toolbar access to the Encyclopaedia Britannica and Merriam-Webster's **dictionary and thesaurus** on the Web. This release enables users to **customize their display of the Alexa data** by choosing from four different panels. It also includes additional information such as user reviews and related news, to **help users make business and consumer decisions**. If you're already running an older version of Alexa, shut it down before installing the new one.

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Article 1

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PERSONAL TECHNOLOGY

USER FRIENDLY

BROWSER BROUHAHA BUBBLES UP -- MICROSOFT DEBUTS INTERNET EXPLORER UPGRADE

PAUL ANDREWS

03/21/99

The Seattle Times

FINAL

Page C1

(Copyright 1999)

The browser wars are getting interesting again.

When Netscape last year decided to make its browser free to all comers and post its source code on the Internet, many assumed the product would drift like a rudderless ship. Lots of developers would add widgets and geegaws, leading to incompatibility between various versions.

Instead, Netscape has marshaled the open-source process effectively, keeping its browser's evolution under control. The company also has followed its plan to transform Netscape Navigator into a Web-services browser with innovative search features and more powerful mail software.

Moreover, Netscape has adopted Microsoft's strategy of making browser components such as security and layout available in modules to developers of Web-smart applications. For example, a vendor wanting to provide transactions over the Web might want to take advantage of a Netscape security module.

If the browser pioneer can deliver on its promises for its next as-yet-unnamed browser upgrade, it will match and may exceed some of Microsoft's traditional advantages.

Microsoft is not sitting still, however. Its new **Internet Explorer 5.0** for Windows, unveiled Thursday, has some nice enhancements. One caused my longstanding Macfanatic wife to consider switching to a Windows machine.

Additionally, Microsoft is moving ahead with a cross-platform strategy that differentiates Explorer on the Macintosh. I have yet to test the Unix versions of IE 5 and am intrigued to know whether they, too, contain features not found in the other iterations.

None of the recent advances matches the breakthrough excitement of the browser wars during 1996 and 1997, when Microsoft and Netscape vied weekly for Web innovation and leadership. Clashing on a dizzying array of browsing features, Internet standards and vision initiatives, the two titans popularized the concept of accelerated product development, dubbed Internet time.

By late 1997, users were worn out just trying to keep up with each new download. Today, Internet time has slowed dramatically - and thankfully. Browser improvements are based more on the continuing evolution of the Web rather than on the look and feel of the browser itself.

Still, the characterization of IE 5 as an incremental upgrade does it a disservice. True, nothing upon installation leaps up and knocks you over. But there are a slew of refinements, improvements and enhancements, which, added together, make IE 5 a must-have upgrade.

A few examples:

If you open a Web page for editing, IE 5 puts an icon in the Toolbar showing the related application (Word, Excel and so on - any applications vendor can take advantage of the feature). Clicking on the icon (or "Edit with . . ." under File on the menu bar) calls up the currently displayed page. From there you can edit the page (in script form). If it is your own page, you can repost it to the server when you're finished.

http://ms1g2s.dtm.com/cgi-bin/DJ/interactive_story?cgi=WEB_ST_STORY&GJANum=135156743&page=

weebch&building=129896/ST_STAR

Monday, March 22, 1999

This is a first step toward making Web pages as easy to compose and alter as an e-mail message. If you believe that someday we all will have Web addresses the way today we have phone numbers and mailing addresses, this integration between the browser, Web site and editor will prove a boon to putting the power of the Web in individuals' hands.

The edit function is typical of IE 5's improvements: subtle, yet pointing the browser in new and compelling directions.

Simplicity is another area of focus in the new IE. Error messages are more explanatory, written in plain English, and helpful. Instead of something like "Error: DNS Not Found" you get a detailed message beginning, "The page cannot be displayed" and listing some possible reasons (including the most common one, that you simply typed in the address wrong).

IE 5 also has changed its automated type-ahead feature. Whereas IE 4 would attempt to complete a line based on its first few letters (e.g. typing sea would produce the line seattletimes.com automatically), IE 5 displays a drop-down menu with a variety of possible selections.

Users will need to experiment to determine which they prefer. The drop-down requires using the mouse to choose a selection and click. The drawback to the IE 4 method was that it often auto-completed an address further into the site than the home page, e.g. seattletimes.com/news/technology/html98/paul19990321.html when all you wanted was seattletimes.com.

You can change the default option by going into IE 5's Tools, Internet Options and Content menu.

The drop-down function also works whenever you conduct a search, a feature I immediately liked. This saves lots of retyping when you are using multiple search engines or conducting on-site searches on different pages of a Web site.

You also can change the order of icons on the IE 5 Toolbar, a feature I immediately took advantage of by moving the "Stop" button to the end of the row. I wish IE 5's icons were a little more interesting, but the Microsoft team says users resist tinkering with a familiar interface.

Adopting a popular Netscape innovation, Microsoft has added a "Show Related Links" feature (under Tools). Both browsers use the same service, provided by Alexa Internet. But Netscape is trying to stay a step ahead by adding its own keywords and links to the Alexa base.

"What's Related" aims to offer a list of similar sites to the one being displayed. It's a great idea, but the technology needs to keep improving for it to become truly useful. Thorny marketing issues - does Nike appreciate sending a user from its site to the Adidas store, for instance? - may need to be resolved as well.

IE 5's "Back" and "Forward" buttons are much better than IE 4 at keeping tabs on recently visited sites. And IE 5's "History" feature seems to be more robust as well (although I got to test it only for about a week).

I did encounter one glitch, a "Runtime error," in my mail reader, Microsoft Outlook, after installing IE 5. The error message still pops up occasionally, and Microsoft is trying to replicate it. It does not cause the system to crash or create any other conflicts that are noticeable, but it is an irritation to say the least.

By far IE 5's most popular innovation, at least in our household, proved to be a widget called the Radio Bar. Clicking on the option under Tools inscribed a volume/play interface under the browser Toolbar. From there I selected a British classical radio station from a handful of stations offered by IE 5.

Cecile, my wife, heard it and came running in, asking what it was and how she could do the same thing on her Mac. Since TCI cut off our Digital Music service (we now would have to subscribe to \$40 a month worth of unwanted TV stations to get digital music), Cecile has been looking for a way to provide background music while she works at her computer.

When I explained what was going on, she asked if she could get a new Windows computer.

In truth, she could set up her Macintosh to do the same thing. One key is to use a high-speed DSL connection. Internet radio does not work as well, when it works at all, on a regular modem. You have to have at least 56Kbps throughput, and your service provider has to tolerate your staying online continuously.

As it stands, however, it may be a better deal for our household for Cecile to get connected with DSL than for us to pay

http://lists225.dmr.com/cgi-bin/ID/Interactive_Story?cgi=WEB_STORY&ID/Num=135156243&page=

wssearch&binding=1296987&ST_STAR

Monday, March 22, 1999

for digital music via a cable connection.

Even with a high-speed connection, setting up radio feeds requires a few more steps than IE 5's feature. You need a RealNetworks player. for one thing. IE's contribution is to simplify the procedure measurably.

And I found that even with DSL, my radio feed got randomly dropped. Microsoft said this is an issue with the transport (in other words, the feed, not the software). I will keep loyal readers posted on our home's ongoing digital-music psychodrama.

I would not want to steer Cecile away from the Mac on the basis of IE. The Mac version, 4.5, contains some slick features not in the Windows version. It has the Mac's quick, easy installation procedure. It has addictive side tabs for things like Favorites, History and Search. And the scrollbar takes advantage of one of those why-didn't-they-do-this-before? Mac OS 8.5 innovations: placing the scrollbar arrows together, rather than separating them (the up arrow at the top of the scrollbar and down arrow at the bottom).

Putting the arrows together saves a lot of tedious mousing around.

The Mac IE also has a nice feature called Page Holder, which hangs on to the home page of a Web site with lots of links, so you can get back to where you started instantly without having to do a lot of "Back" buttons or retype the URL.

Form AutoComplete is another Mac IE plus. When registering at sites or filling out purchase orders, you often have to type the same personal information over and over. Form AutoComplete does it automatically (most of the time, anyway; some forms do not comply).

Mac IE also provides some useful streamlining of display and print, enabling you to print a page on one sheet of paper (rather than the usual broken-image two sheets) and turn off things like black backgrounds, which devour toner. Although I don't have testing equipment to prove it, Mac IE seems faster than its cousins. Mac IE's Outlook Express mail reader has some unique enhancements as well.

Where once Microsoft tried to unify features between its Mac and Windows products - a process that usually meant releasing the Mac version six months later - the game plan today is for each side to do its own thing. There are some Mac features I wish IE 5 on Windows had, and vice versa.

The Macintosh Business Unit, a happy bunch of folks shown on Microsoft's Mactopia Web site, is slaving away to leapfrog Windows IE with its own next version.

Where does all this leave Netscape's Navigator? It has some slick features, including the aforementioned What's Related and a new Internet phone icon. Netscape's suite of related products, Communicator 4.51, includes group calendaring and scheduling for networked enterprises and places greater emphasis on buddy lists and chat sessions, a foreshadowing of what is expected to be tight integration with America Online. AOL last week completed its acquisition of Netscape.

More intriguing than Communicator, however, are Netscape's plans for its next browser release. I hesitate to call it an upgrade, because it looks like it will be based on new code. It has not yet been titled.

Netscape is rewriting its rendering engine - the software that displays Web pages - to be small, fast and portable. Netscape's own tests show the new engine, dubbed "Gecko" (a small lizard) in a play off Netscape's original repulian mascot, Mozilla, to be 10 times faster than 4.5 and 19 percent (or one-fifth) faster than IE 5.0 for Windows.

This is an indirect acknowledgement of IE 5's blazing speed. Gecko intends to up the bar again.

The Netscape folks say they will continue to enhance the browser's same-time communication features and take advantage even more of the Web's growing service orientation. Netscape also is breaking out its browser into components, a strategy that helped Microsoft win key deals with America Online, PointCast, Intuit (Quicken) and other leading applications vendors.

Netscape resisted componentization early on because it wanted to keep its identity prominent. The open-source move, Netscape executives say, accelerated the company's effort to componentize its browser technologies. The next version also will offer far more support for Web standards than previously, a move expected to improve its adoption by Web designers and site builders.

THE WORLD

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Weekly

MARCH 22, 1999



Bacon's

► Browser software

Explorer reveals strong enhancements

By Andre Kerkau

When we looked at the beta version of Microsoft's Internet Explorer 5.0 last year (see our review at www.infoworld.com/printthis), we didn't

see many changes to the browser itself. But dozens of minor improvements and changes included in that version made the end-user's Web experience a little better. The shipping version, which is available for free, stays true to that mission. The final code I tested offers greatly improved usability; further, it has improved and added significant features, such as AutoSearch, Search Assistant, and Internet Explorer Administration Kit (IEAK) 5.0. These improvements were enough to make me finally switch from Netscape Navigator to Explorer 5.0.

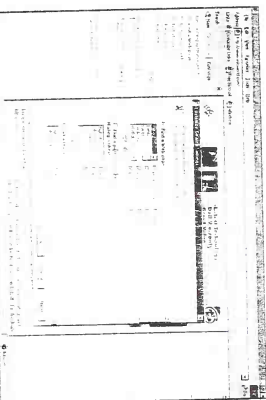
At first glance, Explorer 5.0 did not look much different from Explorer 4.0, but using it just for a few minutes revealed some significant improvements. Improved usability, ease of deployment, and price are three compelling reasons to upgrade to this version of Explorer. The only flaw I could find in this version of Explorer was that it will be available to all of our users even

really impressed me was

IEAK 5.0, an improved utility that offers a simple way to let me build and deploy customized Explorer installation configurations for different groups of people. Using a set of comprehensive wizards, I was able to configure and then publish a custom Explorer installation. The wizards took me through the process, step by step; I could choose the platform, language, and location for the finished installation and a lot more. I was even able to replace graphic elements within the browser, such as the rotating globe in the upper right region of the browser.

With this type of control I could easily set up a number of test configurations to deploy. One configuration, for example, had the content and Security tabbed from users and another configuration gave users control over their settings.

One of the features of the custom configuration I liked most was that I could choose to have custom var-



WITH EXPLORER, users can *click on* *Internet Explorer* the *button* by selecting which search engines to use and the order in which the browser uses these engines.

ious, accurate results by using the search engines optimized for specific types of information. I could choose to look for a Web page, a person's address, and a news group, or even combine them in any order.

Filling in blanks

Explorer includes an improved version of the AutoComplete feature, which makes getting to sites easier.

While typing a URL into the address bar, the AutoComplete feature drops down a list of previously vi-

sited sites that matched the spelling. In addition, when filling out forms, often-used sites,

AutoComplete pops up a list of previously used entries. For example, when a user types in the first letter of their log-in on a protected site, a dropdown list shows previously entered log-in names, choosing the

right one automatically enters the password in the password field. This dramatically simplifies

the process of filling out lengthy address forms. My only wish is that I could have edited the list containing this information; it would have been helpful when I made some errors filling out forms. Instead, my only option was to delete it.

Previously, Explorer users could download an Alexa client, a Web navigation service designed to aid navigation, provide information about sites currently visited, and make site recommendations. Explorer now sports an integrated Alexa client, which puts it on par

with Netscape Navigator, which offered this feature in Version 4.5 of its browser.

The Explorer browser offers a lot of other features and enhancements. These include auto-correction to correct typing mistakes in URLs and error messages that are simpler to read, instead of the standard HTTP error messages.

One of my favorite features, though it certainly is not a productivity booster, is Windows Radio toolbar, which let me listen to Internet radio from around the globe with radio controls easily accessible on the toolbar. I could also download entire Web sites, including image files, save them in folders rather than caching for later viewing.

I was an avid Navigator user in the past, however, the combination of speed, usability, and price has finally convinced me to switch to Explorer 5.0, and I would strongly recommend the same to all organizations.

Andre Kerkau is a technical analyst at the InfoWorld Test Center. He can be reached at andre_kerkau@infoworld.com.

Macintosh. A Macintosh version will follow soon.

Flexible customization

As a network administrator, what

THE BOTTOM LINE



Internet Explorer, Version 5.0

This version of the popular browser is a much better tool for users to mine the Web. The Internet Explorer Administration Kit 5.0 (IEAK 5.0) and the price, or lack thereof, make it a worthwhile upgrade for all organizations.

- **Pros:** Improved usability; fast; stable; refined search tools for Web navigation; IEAK 5.0 for deployment of custom Explorer versions.
- **Cons:** Lack of Macintosh version.
- **Microsoft Corp.,** Redmond, Wash.; (800) 426-9400, www.microsoft.com
- **Price:** Free
- **Platforms:** Windows, 3.x, Windows 95, Windows 98, Windows NT, HP-UX, Sun Solaris.

sions of Explorer installed invisibly, so that when users clicked to upgrade they were not prompted to enter information into dialog boxes.

Stronger searching

A brand-new installation wizard allowed me more flexibility to determine which browser components were installed, and settings and bookmarks from the previous version of the browser were imported without damage.

Further, anyone who has used the Web to find relevant information knows that it's as hard as folding a pillow into a cigar box; thus, users will like the improvements made to Explorer's search tools. The AutoSearch, for example, allows users to specify which search engines to use and in which order to use them when a search is requested. You can customize AutoSearch using a simple point-and-click interface. When I looked at the product, I selected AltaVista, Excite, and Yahoo as my search engines and then moved Yahoo to the top of the list.

Pressing the Search button opens a familiar pane on the left side of the browser, revealing a new Search Assistant that allowed me to get

COMPUTERWORLD March 22, 1999

TECHNOLOGYQUICKSTUDY

HOT TRENDS & TECHNOLOGIES IN BRIEF

69

Agent Technology

BY SHARON MACHLIS

AGENTS can help automate the process of searching through and evaluating reams of information on the Web.

For example, Web sites such as Amazon.com's Shop the Web, Excite Inc.'s Jango.com and MySimon Inc.'s MySimon.com use agent technology to help users compare prices for fragrances, book titles or other items on multiple sites.

Agents are "an extremely hot area," says Allen Bonde, an analyst at The Extraprise Group in Boston. "We are really on in the adoption curve," he says.

DEFINITION

Agents, also known as bots, are "intelligent" applications that find and analyze information on the Net. They can deliver price comparisons for merchandise on different Web retail sites or help find information about specific topics. Users can't buy agents, but they use them when they go to certain shopping sites.

For now, without a standard way of defining catalog items, descriptions and even prices on a Web site, developers must manually create an interface for tapping in to data on each site. Not all Web retailers are

happy about cooperating with agents because they allow consumers to check information on a retail site without actually logging in. That makes merchandise more of a price-sensitive commodity and less

brand-important.

In addition, "unless you know exactly what you want, [agents] are useless," notes Paul Hagen, an analyst at Cambridge, Mass.-based Forrester Research Inc. Looking for a shirt isn't good enough; you have to specify style, color and the like.

Other types of agents can conduct intelligent searches of help users find news reports and useful sites based on stated preferences.

According to Hagen, the current generation of search agents tends to bring up inappropriate items more often than a good list.

"A year from now, people are still going to be experimenting

AT A GLANCE

Agents to try

- **Alot** Informer, Web navigation, www.alot.com
- **Jango** (part of Excite Inc.), shopping, www.jango.com
- **Junglebot** (recently purchased by Amazon.com), shopping, shopnews.amazon.com
- **MySimon Inc.**, shopping, www.mysimon.com
- **Shallowbot**, customer service, www.nciworld.com

with them, but they're still going to be struggling with them," Hagen says. "There's a danger of disappointing users."

On the Horizon

The future may be more promising, as more mainstream, enterprise applications look to adopt smart agent technologies into their core software — allowing, say, an intelligent assistant for salespeople calling customers.

Other agents are being designed for commerce sites to interact with visitors. Those agents will be able to present information or products tailored for users based on their prior behavior.

Researchers at IBM are already testing what electronic commerce might be like in 20 years, when consumers could use agents not only to search for products, but also to make purchases, interacting with agents on a seller's site.

"There's some very cool stuff," Bonde says, but it will be a few years before the technology is in general use. »

How a shopping agent such as MySimon works:

1 A consumer goes to the MySimon shopping agent and requests pricing on a product, such as a particular monitor.

2 MySimon unleashes multiple agents to visit every site that sells that monitor.

3 Each agent visits a Web retailer to check for product specifications and pricing. If the product is available in the shopper's specified price range, it's compiled into an HTML template.

4 The custom information is passed back on a Web page for the consumer to view, compare and sort.

Company A	\$349	
Company B	\$400	
Company C	\$439	

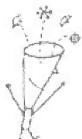
MOREONLINE

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1 www.alexa.com

They say you don't really know what you're looking for until you find it. You may find it a lot faster with the help of Alexa, an advertising-supported (read: Free) Web-navigation device. Alexa tells you how each site you visit ranks in terms of traffic and suggests a variety of related links. Advanced versions incorporate an automatic encyclopedia, dictionary and thesaurus into your browser.

2 <http://www.itcfonts.com/itc/fonts/index.html>

This companion section of the International Typeface Corporation is the online site for the popular *U&lc* Magazine. If you don't already read *U&lc*, you're missing out on smart discussion on all things typographic.

3 www.planetall.com

It's a daily planner for a digital age. You can enter appointments, contacts, addresses, etc. You can choose to link to other Planet All members—as changes are made to their entries you'll automatically receive updates. (So it behooves you to tell your friends about it.) You can even program Planet All to remind you of birthdays and other events. Best of all, it's free.

4 www.cse.psu.edu/~skovrins/fools.html

You can easily become the most annoying person in your office with the help of this site. A collection of downloadable Mac-only practical jokes will allow you to program a Mac to burp when a disk is ejected, remove all the vowels from a text file and make your Mac sniff every few minutes (perfect for inspiring paranoia). Try doing that with a PC!

5 safari.altavista.digital.com

You probably already know that Corbis has a bajillion images in its stock image collection. Now when you conduct keyword searches, you can send virtual email postcards with the images you pull up in your matches. You can also create a portfolio of

images, order prints or license images for your personal use.

6 www.java.net/~colorcom

Color is an integral part of design. At Color Matters, you can read about the psychology of color, how to use color best in your designs, the meaning of color in various cultures and more. Don't forget to vote for the official color of the millennium.

7 www.studiomotiv.com/counterspace

This site is a comprehensive resource for anyone interested in type. Included is a section on the anatomy of letters, how fonts are classified, a historical timeline of typography, and 10 featured fonts per month. This site is as functional as it is beautiful.

8 www.jrduran.com.br

Straight from Brazil comes the Macromedia Flash-enhanced site for photographer J.R. Duran. Simple, but effective, this site is an award-winner.

9 www.teraserver.microsoft.com

Microsoft Terraserver is a site that you don't know whether to marvel at or fear. This site includes an online database of aerial photography—zoom in on your hometown and see if you can spy on your neighbors. Welcome to the "Truman Show."

10 www.voycabulary.com

Say you surf into a site whose parlance you don't quite comprehend. Voycabulary to the rescue! This site transforms any Web page into links to dictionary or thesaurus lookups. Type in the URL and each word is automatically made into a link using Javascript.

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INTERNET

Continued from Page R10

was originally designed to be a closed, AOL-style transaction, which is a closed, AOL-style transaction. And Tim Berners-Lee carried the open systems flag like a British state man. The Web wouldn't be the same without him. Here's a man who could have become a fabulously rich multimillionaire. I tried to find him and he said, "No, it's time to build standards committees to be able to support the industry. I respect him intensely."

WSJ: Who else?

MR. KAME: Vin Cerf invented many of the original protocols. And there were many others. But the Internet was a grassroots movement. It was carrying the ball in organization structures to try to help the Internet grow by a millionfold and not collapse of its own weight. It requires not just technical skill, but how do you navigate groups of people, government infrastructure.

WSJ: Why did you choose to sell to AOL in 1995 if you were so committed to the medium?

MR. KAME: The mission of WAIS was to try to help electronic publishers make money by having a place to sell their products. We were struggling the ad model/substitution model that we did with several different publishers, largely that mission had been done. AOL had an ability to compensate publishers because they had a royalties stream. So that made sense to us to try to hook the publishers up for the royalty stream based on the user population. So that's why we thought it made sense to sell to AOL. AOL II, which was an Internet-based, non-proprietary, AOL, and they bought a bunch of companies to be able to build that BookLink, which was a browser. They bought Redgate, which was an Internet design and marketing company. They bought an Internet service provider. They bought WebCrawler, a directory of Internet WebCrawler, a directory of Internet WebCrawler. They had a place to put the Internet—not just a place on the Internet, but the Internet.

But, shortly after we were purchased, AOL found that its existing business was still going gangbusters. And they had a hard enough time keeping up with the

growth of just being a player on the Internet, as opposed to dominating it. So the company instead gave its user base simply an ability to browse the Internet, because it had everything it could do to expand last week to absorb that growing market.

WSJ: Did you regret the sale?

MR. KAME: It's difficult when you're running a small company and you sort of live and breathe it and your ego is wrapped around it. But if you have a company that's making \$1 million a year, and even when you grow it to be \$12 million the next year, it's very difficult to argue when somebody says, "That's a rounding error. You're not more important toward making a billion-dollar company. So why not let somebody else take it over? They'll take it off their feet to hear that a small business man, they're absolutely right."

A Place for All Knowledge

WSJ: After you finished with WAIS, what did you want to do with this money from AOL?

MR. KAME: I felt I needed to build some more of the Internet infrastructure. My career is built around the Internet and trying to make the Internet work. And when, in 1996, I looked around, I found it still looked kind of hokey. It was unreliable, people couldn't find what they wanted, and it didn't handle very well. We started to get search engines to be able to find some information, but the search engines were not out of the gate.

The ability to find the right to deep keywords is not a technical task—that's the easy part. You need more information to find the good stuff. One solution, if you're a provider of Internet directories, is to limit your collection. Otherwise, if you're the one who's searching, you need better information. That was the kind of problem that I set out to try to solve.

So I started another company, and I have to say it's wonderful to have enough money to start a company without having to bootstrap—that you can actually start with some cash and put in some infrastructure and hire some managers. I spent \$100,000 of my own money, which allowed me to get the company together and start attacking the Internet.

Then we raised another \$900,000 to start Alexa—which is short for the Library of Alexandria. It was the last place a group of people tried to collect all knowledge in one place and tried to organize it. But after

2,000 years, it became too big a collection to be able to do that with, because of the size of the paper and physical objects, but now with electronics you can actually collect it all and you can organize it, and that's what we set out to do.

The really powerful idea was to use the users of the Internet to make it meaningful. I have always thought that the hidden resource of the Internet is not the content on the Internet, but the users of the Internet. So the real question to ask is not what does other people go on to do, but where did other people go on to do it? We did it in such a way that they had a good time. It is just a matter of following the paths and leveraging all the readers of the Internet. It's remarkable what average people come up with on their own with a little help.

WSJ: What could stop that kind of widespread use of the Internet?

MR. KAME: Well, the most surprising aspect of adoption of technology that is this rapid. So it is remarkable to me that there's been this much interest that has caused a lot of people to put down the television remote and put away the processed world that we lived in to go into this creaking, barely working Internet space and start playing around and building it there. We can't have such a lot of weather, news, sports and the Simpsons. People are out there doing their own thing in their own way. And that starts to flip the equation of power—where you need to actually become good to succeed and it's a matter of how to use it. You actually have to be useful to win.

The Best of the Net

WSJ: What are the best elements of the Internet for you?

MR. KAME: Well, today there is so much information on the Internet, there are so many people who are very good at what they're doing. So talking about the Internet bubble, why are these valuations so high? And yes, there's a lot of speculation, but it's also pretty cool that people are just so excited. And why not? Here is an opportunity for people to participate in the revolution—they were locked out of it with cable, they were locked out of it with television. Radio made up of very few publishers, and most of them were in the hands of a few. The Internet turned the emphasis on its head and made everyone into a publisher. There are 20 million different publishers out there on the Internet. Can you imagine that?

WSJ: But is that going to continue, especially with all this consolidation lately?

MR. KAME: Oh, I doubt this growth can be stopped, but there is always a danger. A bad set of laws or a stock crash could cause dramatic changes to what it is we are experiencing now—or at some sort of other, more and more inefficient subfields.

WSJ: But does that work if you are a small player? What do you have to have, from your perspective, to do well at this moment in time?

MR. KAME: Funding. You have to be fueled in large part by funding. So you either have to be important to the company that you work for, as your company starts to move forward being an Internet company, or you've got to have some new idea that someone wants to fund. Because there's such amazing wealth in the paper market, people are investing in these companies.

And once you get that money, you have to grow or die. Or you could find a niche, though, because of the Internet. If you're selling something unusual, you could also be competing with somebody who's thousands of miles away.

WSJ: Does the idea of that worry you?

MR. KAME: No, no. To me, this kind of competition is great. It would be more horrible if the Internet reached stasis, if people said that really the World Wide Web is the best thing going and that's what it is. Dah dah, we're done. That would be a crime. ■

MR. KAME IS A STAFF REPORTER IN THE WALL STREET JOURNAL, SAN FRANCISCO, CALIF.

Article 4

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LIFE

Explorer upgrade lets you chart a simpler course through the Net
Bruce Schwartz

03/24/99

USA Today

FINAL

Page 06D

(Copyright 1999)

In evaluating the strengths of Microsoft **Internet Explorer 5.0** (* * * 1/2 out of four

, Windows 95/98/NT, free download from www.microsoft.com/ie), let's first look at what the company's latest Web browser doesn't do.

It doesn't hijack your computer's operating system or weld itself to your PC like a barnacle and insinuate itself into everything you do. It doesn't slow your system to a crawl or topple it with crashes. It doesn't litter your desktop with ads in the guise of "channels."

In short, it's nothing like the previous release, IE4. And that's all to the good.

IE4, released last year, was a corporate power play designed to elbow competitor Netscape out of the market. Now, with Netscape acquired by America Online and its future unclear, and with Microsoft battling the Justice Department over alleged anti-competitive practices, this latest incarnation of IE is a much more circumspect and well-behaved guest.

IE5 still is a large download for home users: from 8 megabytes for a bare upgrade to 30 megs for a full installation. And it still demands lots of disk space: 100-plus megabytes, depending on configuration.

But it runs snappily on machines from a Pentium-100 to a PII-400 and offers users a highly customizable and convenient Web experience, including new or improved search tools:

- * Autosearch works with a feature called Autocomplete from the browser's address window. Both functions are improved from IE4. Start typing in an address or search term, and you get a drop-down list of matching entries you've used. Scroll down to the one you want or keep typing.

If you're entering a search term, IE5 scours the Web, makes an educated guess about the page you want and goes to it. Meanwhile, it lists other possibilities in a window down the left of the screen.

- * Autocomplete now works not only in the address window, but in any form. If you've logged into a site, it will remember your user ID and password if you wish. This has caused a minor uproar among privacy advocates, but, like nearly every other feature of IE5, it can be shut off.

- * Search now lets you initiate any kind of hunt -- Web site, address, phone number, locator map, even an encyclopedia entry (using Microsoft's Encarta site, of course) -- from a single window on the left. You can choose which search sites to use.

- * The History window, which logs where you've surfed in the past 20 days, can be sorted alphabetically by name of site (minus the www), by date, by number of times you visited, even by which ones you visited today, in order. It's so convenient that it should help cut down on unwieldy lists of bookmarks.

- * A Related Sites search window, which uses the Alexa Web database to recommend sites similar to the one you're viewing, based on context and Web traffic patterns, is a direct copy of Netscape Navigator's offering in Version 4.5.

Searching is probably the biggest issue for most surfers. But other new offerings spotlight the changes on the Web in

http://ms1g2p.dnr.com/cgi-bin/DJInteractive_story.fcgi=
WEB_ST_STORY&G_ANum=101134555&page=

search&binding=1050722&ST_STAR

Thursday, March 25, 1999

the past year or so.

Most noticeable is the Radio toolbar, with station search, volume control and other features that let users tune in to Web-radio broadcasts without disturbing their surfing. Thousands of programs are available on the Net, from rebroadcasts of on-air programming to Web-only news and concerts. IES's inclusion of this is guaranteed to boost an already-booming craze.

But perhaps the most impressive part of IES is its emphasis on options. Nearly every window or toolbar has a "customize" button on it, and settings can be tweaked endlessly and simply, without having to burrow deep into the Preferences windows.

IES also expands the options in its filtering systems for objectionable content, but it still depends on Web site self-ratings, and few sites rate themselves. Parents can make their own lists of approved and forbidden sites, but that seems incredibly tedious. If you have kids, separate filtering products or a subscription to America Online remain your best choices.

At least until Netscape's next release appears (an early version is due this spring), Internet Explorer 5.0 is the best browser for Windows. (For the Macintosh, Netscape Communicator 4.5 remains the top choice.) IES is so intelligently designed and rich in features that I half-expect Microsoft to start charging for it someday. For now, surfers should take full advantage of the bargain.

PHOTO, B/W, Caption: Radio's new wave: Internet Explorer 5.0's Radio toolbar lets users easily tune into Web music and news broadcasts while they surf.

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X-Mailer: Microsoft Outlook Express Macintosh Edition - 4.5 (0410)

Date: Fri, 26 Mar 1999 07:34:33 -0700

Subject: FW: Alexa: Big leap sideways

From: "Quimby Mills" <quimby@antennapr.com>

To: Cynthia Lohr <cynthia@alexa.com>

, Christine Gasparac <christine@antennapr.com>

, Jill Pagliaro <jill@antennapr.com>

Good morning all,

An international IE 5.0 hit, from The Times of London! Enjoy.

Quimby

Quimby Mills

Antenna Group

415 977 1914

quimby@antennapr.com

From: djcustomclips@djinteractive.com

To: 38697

Subject: Alexa: Big leap sideways

Date: Thu, Mar 25, 1999, 10:12 PM

Features

Big leap sideways

Chris Ward

03/24/1999

The Times of London

1DN

4

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IT'S clever, but Microsoft's new Internet Explorer Version 5 is not the Great Leap Forward or the huge advance on IE4 that it would have us believe. It's the browser Microsoft should - indeed, perhaps would - have made IE4 if commercial and legalistic pressures hadn't made the company rush it out of its Seattle HQ as quickly as possible.

The company claims "Simplicity, speed, and manageability" are the key new features in IE5, and it might because the browser has few real, hard-coded new features of which Microsoft can boast. Speed doesn't apply to the length of time

it will take to download - even with the fastest modems it will take you at least a couple of hours to download. Some users reported download times of up to ten hours last week when the software first appeared on Microsoft's own website.

As for the question of whether it's worth the download, one programmer has said: "There isn't really anything in IE5 that a competent Visual Basic programmer couldn't have added to the interface themselves in a day or two, if that."

Much of the work surrounding IE5 has been to achieve two aims: to make its implementation of Java, the programming environment, compliant with a recent court order; and to make it even more tightly integrated with the Windows 98/Windows 2000 operating systems.

There are enough new "features" in IE5 to allow Microsoft to claim it's a worthwhile upgrade, although corporate users are likely not to bother - indeed, many are so worried about security problems that they haven't upgraded to IE4 yet.

Individual users will like the new Autocomplete features, which uses Microsoft's Intellisense technology as contained in the Office suite of programs. Previously, if you typed a URL into the address box IE4 would complete it for you as far as the next slash. Now a drop-down box appears with all variations of that address available. So if you visit several parts of a site (www.the-times.co.uk/news, www.the-times.co.uk/sport and so on) regularly, all will pop up in the new Autocomplete box. It also offers to fill in other dialogue boxes, such as online forms, and remembering your passwords to online sites.

There are 300 radio stations available from the Radio Toolbar, marking a new degree of co-operation between Microsoft and former rivals Real Networks; upgrades to MSN's Web Events; and content providers can now run separate "panes" to the main window. IE5 will also show you sites which it thinks are related to the one you're currently viewing, using **Alexa Internet** technology.

The statistics about who uses what browser could be in for a change soon with AOL, whose millions of users currently use a version of IE, buying up Netscape and, perhaps, changing over the users to its own browser technology, although not before the end of this year.

www.microsoft.com/windows/ie/download/

ie5all.htm

Caption: IE5's download time of up to ten hours is hardly "speed". Picture: AP

Folder Name: Alexa

Relevance Score on Scale of 100: 89

To review or revise your folder, visit Dow Jones CustomClips
<<http://www.djinteractive.com>> or contact Dow Jones Customer Service by e-mail at custom.news@bis.dowjones.com
<<mailto:custom.news@bis.dowjones.com>> or by phone at 800-369-7466.
(Outside the U.S. and Canada, call 609-452-1511 or contact your local sales representative.)

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http://nlsg20.dnri.com/cgi-bin/DJInteractive_story/regis
WEB_ST_STORY&GJAJName=101134556&Page=

wwwsearchbinding=1088732&ST_START

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Features

Big leap sideways

Chris Ward

03/24/99

The Times of London

News International

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Page 4

(Copyright Times Newspapers Ltd, 1999)

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www.microsoft.com/windows/ie/download/

ie5all.htm

Caption: IE5's download time of up to ten hours is hardly "speed". Picture: AP

Article 2

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Inching towards the ultimate 'info-machine'

03/25/99

The Hindu

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The new version of Microsoft's '**Internet Explorer**', released globally last week, brings tomorrow's Net-enhanced PC computing environment, a step closer. Anand Parthasarathy puts the web browser through its paces.

WHEN you are low on tinsel you can end up high on technology. When the hype is in check, there's hope for some solid, if unglamorous steps forward.

Earlier launches of Microsoft products and upgrades - like the 1997 release of **Internet Explorer** 4 and last year's Windows 98 - were high voltage affairs inspired by Hollywood. Then the bugs came crawling out.

The March 18 launch of the new Version 5 of Microsoft's web browser, '**Internet Explorer**' was, in comparison, a low key affair - and the presentation at the company's Redmond, Washington, U.S. headquarters, anchored by Bill Gates, was a serious, forward looking examination of how the product was designed to enhance and improve Net surfing in the new millennium.

Thanks to a copy of IE5 on CD, provided to me, by Microsoft, a few days in advance of the global launch, I have been "playing" with it for about a week before writing this column and checking to see if many of the touted new features are really a step forward.

When Windows 98 was released, readers will recall, I had advocated 'wait and watch' rather than, 'rush and buy' as the best policy for most Indian PC users.

But with IE5, I have no hesitation in suggesting that almost every PC owner with **Internet** access, who currently has IE4 as a browser on the machine (default or otherwise) will benefit from a quick upgrade to the new version.

Why? To quote a phrase from a perceptive review I read on the Net, IE 5 is a "kinder, gentler" avatar of Explorer, dumping some of the irritating, intrusive features of IE4 - like "Active Desktop" or 'Channels' - for a fistful of new tricks which make surfing a painless job for first time users, while providing the seasoned **Internet** wizard some handy new labour-saving features. The result is a product which after a few days use, made me sit back and say to myself, "This is a glimpse of the future - when I will have the **Internet** 'on tap' all day, possibly through a cable network rather than a telephone line.

When I can work in a desktop environment, one minute, possibly creating a document with a word processor, and switch to a Net site the very next, to find some information I need to find and slot in..."

Seamless Integration

IE5 provides this futuristic feel because it has seamlessly integrated the Windows environment with the **Internet**. Half way through a surfing exercise, I can go back to the desktop with a single mouse click and use some Windows-driven utility.

The screen still holds the Web site - for me to come back to. I found this feature useful because I often download high resolution photographs from **Internet** PR sites.

I would like to e-mail them to the newsdesk at The Hindu Chennai office - but first I must work on the photo using a picture editor that I have on my desk top - I must "cut the flab" : edit the picture, reduce the size for easier transmission, add a caption..

Then I have to come back to the **Internet** environment so that I can go to the e-mailing feature - Hot Mail or Outlook - and send the edited photo.

Earlier this was a hassle, since I had to waste valuable on-line telephone time while I left the Internet environment and did the editing - or disconnect and connect again to e-mail the picture. With IE5, I could switch from the photo web site to my photo editor to the e-mailer all in one smooth operation - and in the background, I had the browser, doing my next "search"!

Search and find

The 'Search' feature of IE5 is another neat improvement. Clicking on the 'Search' button opens a new box on the left of the screen which offers you the option of searching for a web page, a person's address, a business, a map, an encyclopedia or a newsgroup.

You can also 'customise' your search by using any one of 8 'portals' including Altavista, MSN, Yahoo, InfoSeek and Lycos.

There is also a 'related links' feature powered by Alexa, the same company said to be behind the 'What's Related' button added by Netscape last year in the 4.5 version of Communicator. But I found the IE feature more cumbersome than the Netscape equivalent.

One of the most welcome features in IE5 is the thought that has gone into reducing the time you spend, typing in those long URLs or site names.

It's called "AutoComplete" - and it tries to guess what you have in mind, by monitoring the previous sites you visited.

For example when I started to type "www.y...", it guessed quite correctly that I was trying to go to yahoo and typed in the rest of the address.

If I had previously gone to more than one site beginning with "y", a drop down box, lists all of them for my selection. Neat. With MS Word, I found such cleverness irritating, because it arrogantly assumes that I am an American.

For example every time I type "yours" in a letter, it leaps forward and suggest that I follow this with "truly". But I am old fashioned: I use "faithfully" or "sincerely" - and I hate having to over rule Word's cheeky presumption every time. But with long URL's one is grateful for the help.

The AutoComplete feature even works with passwords and web forms - those tables you have to fill with e-mail address and other personal details to avail of certain Net facilities.

Now your standard entries are all stored away somewhere and IE5 pops up with suggestions when you begin filling forms or entering passwords.

I would turn off this feature for passwords, because I don't want someone else second guessing my password with help from "AutoComplete"! Such customisation can now be done quite easily by network managers using IE's administrator features.

Hassle-free history

The other worthwhile improvement I found in the new version of IE was in the "History" department.

The main "History" button now opens a separate box, which displays all the sites I had visited - day wise: "Today", "Wednesday", "Tuesday" etc.

In addition there is a tiny downward arrow, between the "Back" and "Forward" buttons which, on right-clicking the mouse, pops open a box showing the last five sites I visited.

The History sites can all be viewed very easily one by one - they are filed in a separate folder rather than in a cache. In fact they can be viewed at leisure, offline.

When you designate a URL as a 'favourite' you now have a choice to "make available off line".

The site will be tagged and (though this feature is not meaningful in the Indian environment of dial up connections for most of us) and you can set a timetable whereby IE will revisit the site at regular intervals, "daily, weekly, monthly"

http://netg2p.dmr.com/cgi-bin/DJInteractive_story?cgi=WEB_ST_STORY&GJANum=19113455&page=

[wsearch&binding=10887326ST_STAR](#)

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using an "Offline Synchronise" feature , update the chosen sites and make it available for your viewing offline, whenever you have the time.

One other dimension of this "offline" feature will however be of immediate use to us: This is the way IE5 saves documents.

I have always been hassled by the fact that both Netscape and IE save Web documents as HTML text and picture files, separately.

If I want a copy exactly as it appears on screen, I have to print online, otherwise, I get a lots of separate pieces in the cache. Now with IE5, I found all elements of the Web page saved at one go: and I could print it out at leisure exactly as it appeared, without wasting online time. You can also edit the document using Word Pad or FrontPage - which is a useful feature for those who need to create/modify Web pages

Online radio

One of the most touted add ons in the new Explorer is the facility to listen to any one of hundreds of radio stations while browsing. You can customise the ToolBar which accessed through the "View" button - so that a separate Radio bar pops up.

This offer you a Radio Selector, with a choice of News, Sports, Financial or Music radio stations. Once you select the station, (and download the streaming audio software in case your PC does not have it), the radio plays in the background, while you do other things on the net. With WindowsMedia or RealPlayer installed on your PC, you can as well see the videos of the music or news you are hearing.

I tried out the radio feature and had CNN and BBC news playing while I tested other features of IE5. Government of India should offer to link AIR's own Net radio to this feature - it would earn a vast new audience.

There are some futuristic features which I could not evaluate because my PC is not geared: IE5 is compatible with Dynamic HTML Hypertext Markup Language), the document format used on the World Wide Web; XML (Extendible Markup Language), the more flexible version of HTML that is emerging as tomorrow's standard - and will finally enable VRML (Virtual Reality Markup Language) a 3-D graphics language of the near future.

There are inevitably some things that Netscape does better and some that Explorer excels in. Netscape's Instant Messenger the feature it offers with Internet Provider AOL, whereby you can exchange E mail in real time is yet to be equaled. But IE5 is a "cool" new update with a host of new user-friendly features.

And it seems to have absorbed one important message: think of the user - at all times.

There is one new button in IE5 right in the line where you type in the web address: It says simply "Go".

There were thousands of us out here, all novices, who entered an address - and nothing happened. Nobody told us that we had to hit the "return" or "enter" key. Now we have a special button which does it for us.

As some one said in another context (well almost): "No one ever went bankrupt underestimating the intelligence of the average customer".

IE5 in India

Internet Explorer version 5, was released in India, simultaneously with the rest of the world on March 18.

It is available now for Windows 3.x, 95, 98 or NT 4.0 and later; for the HP-UX and Sun-Solaris versions of Unix.

It will be available before year end, for Apple Mac users. No version is planned for Linux.

IE5 requires 16 MB of RAM on your hard drive, and between 7 and 30 MB of disk space depending on what features you want to include.

Dozens of Web sites including Microsoft's home pages, provide simple guides to the features of IE5. One of the best - with screen shots of the various features, and a "guided tour" - can be found in the feature " Internet Explorer 5.0: Up Close" on www.zdnet.com/products/browsers/ie5.html.

http://nxtg2p.djn.com/cgi-bin/DJInteractive_Story?cgi=WEB_ST_STORY&DJANum=19113455&page=

search&binding=1686732&ST_STAR

Thursday, March 25, 1999

IE5 is free and can be downloaded from microsoft.com as well many other educative sites like the ZD site mentioned above - but that will be a laborious process for most of us.

Any day now Indian computer monthlies will probably include it on their give-away CDs. But if you can't wait, or want a dedicated CD - contact Godrej-Pacific who are Microsoft's "fulfillers" in India (e-mail: msfulfil@godrejpacific.com). They should be able to offer IE5 on CD at a nominal price.

IT Trends

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MARCH 27, 1999



Bacon's

Microsoft's Explorer 5 has learned its manners

By **BRUCE SCHWARTZ**
USA Today

In evaluating the strengths of Microsoft Internet Explorer 5.0 (Windows 95/98/NT, free from www.microsoft.com/ie), let's first look at what the company's latest Web browser doesn't do.

It doesn't attack your computer's operating system or weld itself to your PC like a barnacle and insinuate itself into everything you do. It doesn't slow your system to a crawl or topple it with crashes. It doesn't litter your desktop with ads in the guise of "channels."

In short, it's nothing like the previous release, IE4. And that's all to the good.

IE4, released last year, was a corporate power play designed to elbow competitor Netscape out of the market. Now, with Netscape acquired by America Online and its future unclear, and with Microsoft battling the Justice Department over alleged anticompetitive practices, this latest incarnation of IE is a much more circumspect and well-behaved guest.

IE5 still is a large download for home users: from 8 megabytes for a bare upgrade to 30 megs for a full installation. And it still demands lots of disk space: 100-plus megabytes, depending on configuration.

But it runs snappily on machines from a Pentium-100 to a PII-400 and offers users a highly customizable and convenient Web experience, including new or improved search tools.

Autosearch works with a feature called Autocomplete from the browser's address window. Both functions are improved from IE4. Start typing in an address or search term, and you get a drop-down list of matching entries you've used. Scroll down to the one you want or keep typing.

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Search now lets you initiate any kind of hunt — Web site, address, phone number, locator map, even an encyclopedia entry (using Microsoft's Encarta site, of course) — from a single window on the left. You can choose which search sites to use.

The History window, which logs where you've surfed in the past 20 days, can be sorted alphabetically by name of site (minus the www), by date, by number of times you visited, even by which ones you visited today, in order. It's so convenient that it should help cut down on unwieldy lists of bookmarks.

A Related Sites search window, which uses the Alexa Web database to recommend sites similar to the one you're viewing, based on context and Web traffic patterns, is a direct copy of Netscape Navigator's offering in Version 4.3.

Searching is probably the biggest issue for most surfers. But other new offerings spotlight the changes on the Web in the past year or so.

Most noticeable is the Radio toolbar, with station search, volume control and other features that let users tune in to Web-radio broadcasts without disturbing their surfing. Thousands of programs are available on the Net, from rebroadcasts of on-air programming to Web-only news and concerts. IE5's inclusion of this is guaranteed to boost an already-booming craze.

But perhaps the most impressive part of IE5 is its emphasis on options. Nearly every window or toolbar has a "customize" button on it, and settings can be tweaked endlessly and simply, without having to burrow deep into the Preferences windows.

IE5 also expands the options in its filtering systems for objectionable content, but it still depends on Web site self-ratings, and few sites rate themselves. Parents can make their own lists of approved and forbidden sites, but that seems incredibly tedious. If you have kids, separate filtering products or a subscription to America Online remain your best choices.

At least until Netscape's next release appears (an early version is due this spring), Internet Explorer 5.0 is the best browser for Windows. (For the Macintosh, Netscape Communicator 4.3 remains the top choice.)

IE5 is so intelligently designed and rich in features that I half-expect Microsoft to start charging for it some day. For now, surfers should take full advantage of the bargain.

MARCH 29, 1999



Bacon's

Technology & You

BY STEPHEN H. WILDSTROM

NECK AND NECK IN THE BROWSER RACE

Microsoft's newest entry certainly equals Netscape's and even outdoes it in E-mail

Just about four years have passed since Netscape Navigator the first commercial Web browser hit the market. In the breackneck pace of Internet time, that's long enough for a product to go from wild experiment to maturity. And the latest release of Microsoft's Web browsing and E-mail package, Internet Explorer 5.0, makes it clear that browsers have grown up.

The new Windows version of IE was to be available for download from www.microsoft.com/ie on Mar. 18. A Macintosh edition is still in the works.

The first thing that struck me when I installed the new IE 5 was not what was new but what was gone. The "channel bar," a silly and little-used feature of IE 4 that provided automatic downloads from selected Web sites, is no longer installed unless you ask for it. Instead of piling on new features, Microsoft has shifted its emphasis to ease of use and performance, particularly speed and reliability.

The hours that I have spent with the Windows version of the new browser suggest that Microsoft has to a large extent succeeded. Given the vagaries of the Web, the company's claim of faster downloads was all but impossible to test. But IE feels a bit snappier than Netscape, and it definitely opens Microsoft Word attachments and loads and runs Java programs faster. The best thing I can

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WHAT'S NEW IN INTERNET EXPLORER 5.0

- Bug fixes greatly reduce crashes.
- Autosearch allows you to find Web sites by typing a topic in place of an address.
- Smart auto-completion makes typing addresses easier.
- Easy tuning in to Internet radio broadcasts.
- Outlook Express mail program works with Web-based mail services such as Hotmail.

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Where Microsoft has a clear edge over Netscape is in the Outlook Express mail

MARCH 29, 1999



Bacon's

Explorer update offers many advances

SOFTWARE: New browser isn't as tightly connected to your system.

BY BRUCE SCHWARTZ
GANNETT NEWS SERVICE

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March 30, 1999
Bacon's

[illegible]

ILLUSTRATION BY JOHN NATIONALE

MICROSOFT'S LEGAL woes may be taking their toll on the company's lawyers and publicists, but the programmers evidently are doing just fine. Internet Explorer 5, Microsoft's new Web browser, is a hefty download, one that will tie up the telephone or T1 line for quite some time. But it is time well spent.

MAN-POWER TECHNOLOGY

First Impressions can be deceiving, however. Load up IE5 and what you see may disappoint. It looks just like IE4. Indeed, it looks like less than IE4. There is no Active Channel bar off to the side and fewer buttons on the toolbar. What sort of self-respecting software upgrade gives users less stuff? One in which it is the quality and not the quantity of the bells and whistles that counts.

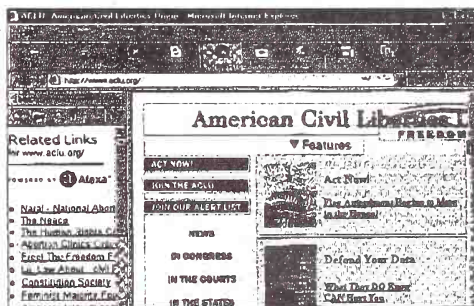
Tools for Tyros

Its guesses are often accurate. IE5

went right to the *Law Journal's* page, and did the same for a slew of other sites. Just in case it misses, a box on the left side of the screen displays alternate "matches" you can click on. Not too shabby.

Another nice touch. The "Related Links" feature. Visit a Web page and click on this command (which you can also conveniently set up as a button on your toolbar) and IES will return a short list of sites typically related to the one on the screen. This feature, powered by [Alexa Internet](#), does a good job of finding relevant and useful pages. For example, clicking on Related Links while at *The New York Times's* Web page brought up links to the *Wall Street Journal*, *USA Today* and other newspaper Web sites. Using the feature at the American Civil Liberties Union's site returned links to pages sponsored by the NAACP, the Human Rights Cam-

Continued on page 6, column 4



FAMILY TREE: The Related Links feature of IES will automatically return a short list of sites typically connected to the one on the screen.

10/2/10

343000 New Browser Eases Web Use

Continued from page 5, column 3

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TECHNOLOGY & YOU

Neck and Neck in the Browser Race

Microsoft's newest entry certainly equals Netscape and even outdoes it in E-mail

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BY STEPHEN H. WILDSTROM

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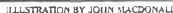
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FAMILY TREE: The Related Links feature of IE3 will automatically return a short list of sites topically connected to the one on the screen.

345-1.1 New Browser Eases Web Use

Continued from page 5, column 3

paign, Abortion Clinics Online, Amnesty International Online and the American Bar Association.

Related Links allows users to find sites, and thus information, that they may not otherwise know is out there. It is a tool that helps harness the power of the Internet, and thus an extremely important feature.

Also useful, for beginners and experts alike, is IE5's "Autocomplete" function. Type in a Web address, and the browser will remember it for future reference. So when you start to enter that URL again, IE5 will immediately offer suggested matches, saving you the trouble of having to type in the whole address from scratch. IE4 did this, too, but the new browser

takes the concept a step further, saving information entered on Web-based forms (such as registration data).

Privacy Concerns

Privacy advocates have raised some concerns about this feature: Can the stored information, for example, be accessed by other Web sites? For users who do not want to take chances, the feature can easily be disabled (indeed, by default, the function is set to save only Web addresses and not information entered on forms). Users can also clear Autocomplete's memory whenever they wish.

Another improvement is an updated version of Outlook Express, the e-mail application that comes bundled with IE5. The new program offers better integration with Hotmail, Microsoft's free e-mail service. Like Yahoo Mail and other Web-based mail providers, Hotmail is useful as a secondary e-mail account, or as a means to read and receive mail from any computer with Web access. But Web-based mail can be slow, requiring each message to load up in the browser and frustrating those with slow connections who want to move back and forth between a host of mail. Fortunately, Outlook Express now includes direct access to Hotmail accounts, meaning that messages are downloaded all at once to a hard disk, allowing them to be read and manipulated much more quickly.

But keep in mind: One of the advantages of a Hotmail account is that it keeps mail off a corporate server — particularly useful when it is mail you may not want the boss to be reading. So be aware of what you are downloading.

Microsoft claims that IE5 runs faster than other browsers, but given all the variables that both help and hinder Internet access speeds, this was a tough claim to prove, though the program did seem more stable than IE4 and the current release of Netscape. Internet Explorer fans will also appreciate the improved bookmarks, which are easier to manipulate and organize, and the enhanced "history" feature, which now allows users to list previously visited sites by name, date visited or number of times visited.

But a radio toolbar, touted by Microsoft as a key strength of IE5, is more a novelty than a productivity tool at this point. Users can listen to radio stations from around the world, but testers on relatively slow (though common) 56K connections have reported that faster access (such as a cable modem or T1 line) is needed to hear the sounds clearly.

Of course, in the continuing battle of the browsers, Netscape's long anticipated (and supposedly forthcoming) Communicator 5.0 may change the balance of power. Until then, however, IE5 sets the standard, and should be the browser of choice.

MARCH 31, 1999



Bacon's

Presidio

Trust Chooses 14 Organizations

San Francisco (BCN)

The Presidio Trust announced 14 organizations which have been chosen to negotiate leases in the historic Main Post of the former San Francisco military base.

Presidio Trust Executive Director Jim Meadows said the new tenants were chosen from some 100 groups which submitted requests in December.

"We are well on our way toward bringing the historic Main Post back to life as the heart of the Presidio," Meadows said.

The Main Post buildings were constructed between 1862 to 1941 in many architectural styles, including Italianate, Greek Revival, Mediterranean, Mission Revival, Colonial Revival and World War II era.

The Presidio Trust was

created by Congress in 1996 to preserve Presidio facilities and develop plans for a new national park to become financially self-sufficient by 2013.

Pending lease negotiations, the new tenants will move in to more than 108,000 square feet of space in eight buildings on the Main Post.

Building 36, a former military police office, will feature six tenants, including the for-profit Aspen Group Inc., a housing development organization.

Building 36 also will include five nonprofit groups: Hadassah, a women's Zionist group; the National Lynphema Network, which promotes disease treatment and awareness; the Stone Foundation, a charitable enterprise; the Susan G. Koman Breast Cancer Foundation; and the Guardsmen, a group which

funds inner city recreational and educational programs.

Alexa Internet, an Internet archive company, will lease Building 37, a former administration facility. Presidio Internet Center Partners, I.I.C., will be housed in Building 38, the former 6th Army headquarters.

The Interfaith Center at the Presidio, an interdenominational nonprofit group, will lease Building 130, the former Post Chapel. AYUSA International, a student exchange nonprofit group, will be based in the former barracks of Buildings 85, 86, and 87.

Building 220, the former Garrison Headquarters, will be leased by Erler & Kalinowski, Inc., an environmental engineering firm; In'fonch, an Internet music provider; John Stewart Co., a

residential property management firm; and the Concord Group, an economic consulting company.

Meadows said still more groups are being considered for several other Main Post buildings, and four applicants are interested in leasing former officer housing on Funston Avenue for bed and breakfast establishments. A final tenant selection will be made by spring.

Last year the San Francisco Film Institute became the first tenant to sign a long-term lease for a 67,000-square-foot Main Post building and the 800-seat Presidio Theater. The institute will offer production facilities and serve as an international center for film arts.

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REVA'S (W)RAP

Reva Basch



Honoring Our Ancestors

Doug Engelbart isn't exactly a household name. Without his efforts, though, we might still be searching on dumb terminals and sending our clients cut-and-pasted printouts of the results. The easy familiarity with which we interact with our computers as extensions of ourselves—in fact, the very concept of *personal* computing—might never have been conceived, let alone realized, without Engelbart's ministrations. Several tech pioneers could legitimately claim the title "Father of the Personal Computer": Doug Engelbart is father to them all.

On December 9, 1968, Engelbart, then a 40-something project team leader at Stanford Research Institute, presented a live demo incorporating several radical new technologies: the computer mouse (a rectangular device roughly the size and shape of a schoolroom pencil sharpener), a graphical user interface with a now-standard black-on-white text display, multiple windows, real-time interactivity using an on-screen "bug" or cursor, remote access, and hyperlinking. Even the logistics of the demo itself, with a home team in Palo Alto communicating with Doug's "away" team in San Francisco, foreshadowed modern videoconferencing.

As his SRI colleagues gradually filtered out into the private sector, to Xerox PARC, and eventually to Sun Microsystems and Apple, many of these innovations found their way into commercial computer applications. Yet Doug Engelbart, never a self-promoter, remained almost unknown outside the Silicon beltway—until just a few months ago.

On December 9, 1998, thirty years to the day after Doug's original demo, Stanford University staged a day-long symposium called "Engelbart's Unfinished Revolution" to honor Doug, his team, and their

accomplishments. (You can read about or listen to the proceedings, or order videotapes, at <http://unrev.stanford.edu>.) Chaired by Paul Saffo of the Institute for the Future, with a lineup of speakers including former Apple Fellow and Xerox PARC founder Alan Kay, natural-language and human-computer-interaction pioneer Terry Winograd, Ted Nelson of Xanadu fame, virtual-reality guru Jaron Lanier, online community evangelist Howard Rheingold, and Marc Andreessen of Mosaic and later Netscape, the event felt like a latter-day techno-Woodstock with schmoozing instead of music, PowerPoint instead of patchouli oil, ties instead of tie-dye.

Actually, there *was* some tie-dye: hippie-to-high-tech is a smoother continuum than you might imagine. One of the presenters, Stewart Brand, who went on to create the quintessentially counter-cultural Whole Earth Catalog as well as the ever-obstreperous WELL, had handled the A-V linkup at the Palo Alto end of Engelbart's '68 demo.

The Woodstock analogy runs even deeper. In the 1960s, computers were primarily associated with scientific calculation and the promise of office automation, number-crunching and facilitating rote tasks. Doug Engelbart was one of the first to see their potential for communication—and community—as well as computation. With his encouragement, SRI became the second node on the ARPAnet, the forerunner of today's Internet (as Doug himself pointed out at the symposium, that's about as early, by definition, as one can be on a network).

All of Engelbart's innovations were aimed at furthering *human* system development as well as the evolution of the machine. The year of Doug's demo, 1963, was also the year of

Prague Spring and the student-led general strike in France, the Democratic National Convention in Chicago, the assassinations of Martin Luther King and Robert Kennedy, the Tet offensive, and rising opposition to the war in Vietnam. It was a time of profound change on every level—political, social, and personal. Despite his clean-cut appearance, this Stanford engineer was perfectly in tune with the revolutionary zeitgeist. Doug's vision was never about product cycles, exit strategies, or stock-option millionaires; it was about transforming mankind.

I suppose that's why Stanford decided to call it an *unfinished* revolution. Surely the Web, the greatest interactive medium in history, has drawn heavily from Engelbart's insights and inventions. The next wave of Web search tools, including Alexa, IBM's Clever, and Stanford's own Google!, factors in the social component of the Web, using collaborative, consensus-based, and peer-influenced decision-making processes that emulate our information-seeking behaviors in everyday life.

The social Web is evolving to include more than virtual communities, and we humans are co-evolving with it. To those of us who've felt from our first exposure to it that the Net was something "more than human," an extension of our individual intellect, consciousness, and will, it all seems to be moving in the direction that Doug Engelbart envisioned so clearly 30-some years ago. May he live to savor the fruits of his revolution.

Reva Basch cops to her old hippie credentials, but she never inhaled. She is author of Researching Online For Dummies and editor of the forthcoming Super Searchers book series. Contact her at reva@well.com.

Call it a reality check.

We surveyed dozens of analysts, entrepreneurs, venture capitalists, e-commerce gurus and even one cartoonist and asked "What works now on the Internet?" Some answered with short bursts of insight, others with well-developed treatises. Common themes developed quickly. Consider this list an amalgam of working ideas, gut instincts, and proven successes. What works now on the Internet in 1999.

BY JEFFREY A. BROWN AND JEFFREY A. BROWN



Persistence

Not to be confused with bullheadedness. "Branding online does make a difference. We're just impatient. Keep at it. It works. It will pay off. Keep modifying. It's a process, not a panacea."
—Susan Bratton, director, interactive advertising group, @Home Network

What

100 Ideas

Simplicity

Who'd have thought that after years of racing to make our Websites a carnival of scrolling banners and flaming logos that Internet users want just the opposite: something simple and fast. As Robert van Goeben, director of Redleaf Venture Management, puts it: "Nothing works like a light bulb going off." The poster child for simplicity is Yahoo! Fast, easy, simple, great.

Linux The little penguin that could. It's stable, it's customizable, and you can get under the hood to fix it yourself. No wonder IT works love it. Windows NT? No!

Super Bowl ads Nothing gets the word out like television. Especially when 100 million people are watching. Autobytel.com saw a 78 percent increase in purchase request traffic in the days immediately following its Super Bowl ad in 1998. Winners in this year's gridiron snoozefest include HotJobs.com and Victoria's Secret. Media Metrix reports that "the number of visitors to Super Bowl advertisers' Websites increased by 48 percent on Super Bowl Sunday, compared to the prior Sunday."

Reliability No matter how great your content, no matter how streamlined your ordering processes are, if your servers crash repeatedly or get bogged down easily, frustrated customers—and thousands like them—will move on to other places on the Web.

Standards "You read email because SMTP mail is a standard. You can visit my Website because HTML is a standard. With standards, there are masses of companies and individuals big and small promoting one technology. Standards (even technically inferior ones) always win out."
—Michael Robertson, CEO, MP3.com

Business-to-business e-commerce While consumer buying on the Internet likely will grow more than 300 percent over the next three years, business-to-business transactions will account for nearly 88 percent of all Internet dollar transactions, according to eMarketer.

Niche markets Search for stragglers. If a friend approaches you at a cocktail party and says she's going into online bookselling, you'd probably reach for her keys and offer to brew some coffee. Amazon.com's got that one locked down right, right? Wrong. Niche markets can offer great returns.

Works Now

You Can Take to the Bank

MedBookStore.com offers more than 90,000 medical books ranging from such page-turners as *Acid-Base and Electrolyte Disorders* to *Mucosal Biopsy of the Gastrointestinal Tract*. Find a narrow niche and widen it.

Monitor your log files

Poke your head down into the dungeon. Ask your Webmaster to explain your site's log files. Make it a regular stop, or ask him to email them to you daily. Track where your customers are exiting your site, where they get hung up, how much time they spend per visit, and where they return the most.

Customer service chat software

1-800-Flowers implemented eShare Technologies' NetAgent last year. Now anyone visiting its site can go straight to a customer service representative. Chat-enabled reps can service four customers concurrently—greatly reducing processing and labor costs. Email traffic dropped 25 percent.

Make it clear when a visitor is about to enter a password-protected area

A frustrated customer is a quickly exiting customer. Few things are more frustrating than clicking on a link, suddenly being confronted by a username/password box, followed by the inevitable "Authorization Denied" screen.

Mirror and exceed

"Many companies obviously feel they need a presence on the Web to remain competitive. But they fail to recognize that a poor attempt that delivers a poor experience does far more damage to their brand equity than a well-planned site that effectively mirrors and exceeds the traditional shopping experience." —Jens Schlueter, vice president of marketing and research, Informative

Give away stock to build buzz

Capitalize on the Net stock frenzy. If you're a privately held online company, offer a smidgen of shares in exchange for registration on your site. It worked for



Never rest on your laurels

"We're still trying to invent the future of e-commerce. In fact, because of our success so far, there is more opportunity now to do that than there was three years ago. If anything, the malice has just gotten more intense." —Jeff Bezos, founder and CEO, Amazon.com

Revisit + Rethink + Reinvent = Rewards

Any age-old sales processes exist within your company? Any mile-long paper chains? High-margin suppliers?

Could these analog quagmires be handled more effectively on the Internet via online transactions?

Using the minds of all on your team, map out new solutions to the suspect processes and inefficient chains in your company, harnessing the power of the network to make them streamlined and effective.

Once the network has smoothed out the inefficiencies and handled the headaches, your collective minds can be freed to think about the future, and your place in it.



T & A

Ever wonder why there are more than 30,000 porn Websites? Or why more than 1 million surfers strained to see the postage stamp-sized Victoria's Secret Webcast? Didn't think so.

Legible text

Go to Comdex. Watch geek convention attendees nearly come to blows trying to get a free T-shirt. Each and every person who nabs one becomes a walking billboard for the company.

Hewlett-Packard's Pong banner-ad campaign

When HP released this Shockwave-driven banner ad with a built-in Pong game, it instantly won office converts and had people emailing each other the ad to play. Talk about viral marketing.



"Bagels brought in by the CEO in the morning."

—Barbara Heinrich, senior vice president of marketing, HomeShark

"Beer in the fridge." —ditto

Travelzoo (within three months, 700,000 surfers became co-owners), and it appears to be working for Exit23b. Your site launches with tremendous buzz and the registration of thousands of potential customers.

HTML "How much JavaScript is on Amazon.com? Answer: zero." —Harley Manning, analyst, Forrester Research

Hold your customer's hand

One of the main reasons people still don't order online is because of security concerns. Submitting your credit card number to the ether is innately frightening. Simple gestures such as sending customers a follow-up email—to let them know their order has been received and is being acted upon—helps to alleviate some of these concerns.

Online diversification

Amazon.com recently added music CDs to its cybershelves. Its ambition: not to unseat online music retailers such as CDnow, but to gain incremental business by adding CD purchases to its customers' book orders.

Let your customers create your copy

"Allow your consumers to review products. Getting customers to produce your content [gives them an investment in] your site and also gives you added content and depth not found on newer sites." —Eric Tilenius, co-founder, NetCentives

Being late

A recent IDC report states that "Small companies may actually have a technology advantage in being 'late' to market. Companies just starting out and building infrastructures have the

opportunity to integrate systems from the bottom up, altogether avoiding many of the headaches established corporations face when trying to integrate their Websites with core business applications."

Exit polls An informal group from the Web design firm Viant explained how quick-hit polls at the ends of news articles, presentation data, or nearly any kind of original content can be an effective method of encouraging visitor participation and garnering important feedback. "Polling at the end of articles affords the user a low-investment way of participating. No chat rooms or bulletin boards, just a quick, pain-free way to participate."

Brand ubiquity within the site

"In a truly well-branded online presence, every aspect of the site, from content to navigation to specific features and functions, derives from, and is consistent with, the larger meaning of the brand." —Andrew Zoll, vice president of the Interactive Media Group, Siegel & Gale

A permanent "Open" sign

Outdoor outfitter REI receives more than 30 percent of its online orders when its stores are closed and operators are not standing by. A study released in February by the Marketing Corporation of America found that "retailers with online sales divisions increased year-to-year total sales by an average of 18.6 percent, compared to average increases of 12.5 percent for nonWeb-enabled retailers."

Be all-inclusive in your online transactions Why lead your online customers halfway

through a transaction, only to force them to print out a form and snail mail it to you, or call an 800 number? That's so...1997. Every step of your transaction should be available online or none at all. Seems obvious, but visit www.ticketmaster.com to see how not to do it.

Interactivity "If you can see, hear, and interact with it, you are more likely to remember it than if you just saw it." —Darian S.R. Heyman, vice president of business development, Beyond Interactive

Location! Location! Location! The most valuable space in any physical store is the counter space in front of the cash register. It's the land of impulse buys. The same principle applies to the Internet. For example, eBay lists the hottest auctions front and center on its opening page. A recent Forrester report reiterates the importance of placement, stating that "each new [page] layer of menus...cuts success—and sales—by another one-quarter to one-half."

Design for the lowest common denominator Just because Netscape Communications and Microsoft are in a death race to release the latest and greatest browser first doesn't mean everyone downloads it the day it comes out. In fact, programmers at Amazon are instructed to program their pages to load on Navigator 1.22—an iteration released nearly five years ago.

Make offers smarter with each use CDnow, for example, recommends new items to customers based on what they have previously purchased.

More white space From the art houses in SoHo to Keith Richards' five-string subtleties, Less is more. The same idea applies online as well, though some sites are in danger of drowning their visitors in a sea of colors and choices. Mark Hurst, president of

Creative Good, a N.Y.-based customer experience firm, sums it up: "There's so much consolidation going on, so many new features coming online, that there's no space on the page to fit it all in."

Online training videos

The idea is catching on, as Intuit offers online training videos for its flagship product Quicken. According to a spokesperson, its call centers give telephone customers on hold the company URL to search for product information online.

Constant education "You can never know too much about a company, an industry, a trend, a technology. Make learning your passion, and invite others to learn with you." —Brewster Kahle, co-founder and president, Alexa Internet

Act globally There's a reason it's called the World Wide Web, to take advantage of it. When considering a global expansion, factor in shipping hassles, monetary conversions, linguistic and cultural hang-ups, and a vastly increased potential customer base. TipWorld, a site offering dozens of computer-related email tips, recently discovered that 40 percent of its subscribers hail from outside the United States, and had to make sure its stable of tip writers penned their advice for a global audience, not just North American, by eliminating references to U.S.-only holidays and practices. What's more, research firm IDC predicts that by 2002, 58 percent of Internet users will be located outside the United States.

Learn from the pros

"I thought about starting a company straight out of school and I ended up not doing it. I realized later that it was, of course, the right decision, because you can dramatically improve your odds by working for a best-practices company. It's not that you can't make it on your own, and there are plenty of examples that you

A Web-specific team in your company

Ad hoc teams don't work. They might get a placeholder site up fast, but check out this breakdown to see just how costly after-the-fact reconstruction on a hastily thrown together site can be.

Quick fixes 3 to 6 weeks \$8,500-\$17,000

Problems=minor: Site navigation is not reliable; bad links; button text and body text illegible; commands and prompts are inconsistent; text is jargon

Rehabilitation 10 to 26 weeks \$35,000-\$90,000

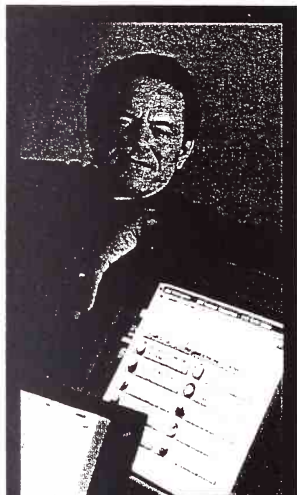
Problems=manageable: Inconsistent performance—too large or too many graphics; too many levels with too little content; inconsistent controls; navigation hidden; irrelevant content

Reconstruction 26 to 39 weeks \$780,000-\$1,560,000

Problems=major: Site not organized by user goals; incomplete information or catalog; transactions, interactivity, personalization, and search are unavailable

Source: Forrester Research

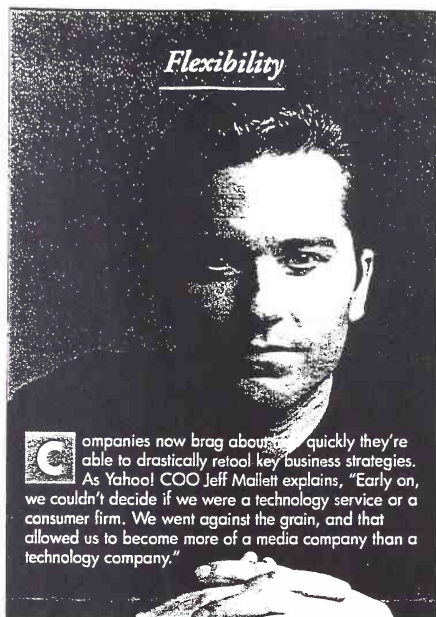
Show,
don't tell.
People like to
know what
they're about
to buy looks
like, be it a
sweater, a CD,
or widgets.
A picture is
still worth a
thousand
gigabytes.



Communication skills



There is so much jargon in our industry. Clear and simple communication isn't simple to achieve. It's an art."
—John Patrick, vice president of Internet technology, IBM



Flexibility

Companies now brag about how quickly they're able to drastically retail key business strategies. As Yahoo! COO Jeff Mallett explains, "Early on, we couldn't decide if we were a technology service or a consumer firm. We went against the grain, and that allowed us to become more of a media company than a technology company."

"Luck."

—Robert Olson,
chief propellerhead,
Virtual Vineyards



can go straight out of school and build a world-class company, but your odds are much, much better if you actually get some experience." —Jeff Bezos, CEO, Amazon

XML Industry-specific versions of this standard now appear at a regular clip, and look for it to get faster. A boon for online business-to-business shops, XML could make serious headway into the consumer market this year with comparison shopping tools (see "XML: Cleaning Up Search Clutter," *Premiere*, p110).

Assume nothing. Question everything. We met with a group of former TV executives who are starting a new online entertainment network based on approximately 30 streaming video shows. We asked how long the seasons would last for each of these shows. The response: "What seasons? Why should we bring over the networks' seasons paradigm to the Internet? We don't need to have seasons online."

One-to-one marketing No other medium is able to build one-to-one relationships with consumers like this, and quantify real consumer response to specific campaigns.

Reward customer innovation Macromedia employs an effective method of building community and showing off its product. By promot-



www.macromedia.com/shockzone/ssod

ing a Shockwave-enhanced site of the day, it encourages Web developers to exploit the capabilities of the product in hopes of being cho-

sen. At the same time, it fosters a sense of community among developers at a very grassroots level.

Baring can be good "Suck in your ego and provide those product specs and store locations that bore you but delight site visitors." —Harley Manning, analyst, Forrester Research

Topicality Before Whitewater, the Dudge Report was just an obscure annoying online blip. Now it's a loud annoying online blip.

Viral marketing "And she told two friends, and they told two friends...." Hotmail, an undercapitalized startup, went from 0 to 30 million users in 30 months. One big reason: Every outbound email contains a final tag that reads, "Get Your Private, Free Email at <http://www.hotmail.com>." So every outbound message contains an implied endorsement by the sender. Hotmail made each new user a company salesperson.

Focus groups As dreadful as they can be, focus groups can be instrumental in determining if your site is intuitive and effective. Ask the subjects to find key products within your site. Have them speak out loud while moving through the site. Simple tasks for you and your team that built the site might not be so simple for fresh eyes.

The customer is even more right Online, the customer has more clout than ever before. Margins: Exposed! Competitor's prices: Listed next to yours! Remember, your closest competitor is only a click away.

Integrate completely on the back end. If you're a business-to-business or even business-to-consumer seller, make sure your front end is integrated with the existing business applications in the back end from the get-go. If you're already online and not there yet, get there: High priority: Making sure your online customer service components are tied into the same database as your physical call centers; so the knowledge base of both locations can be increased exponentially, not sheared in half.

...but don't forget the front end. "When you're streamlining business processes in a business-to-business environment, you may discover that the front end of the process—the part the end-customer and their stakeholders engage in—needs streamlining as well." —Patricia Seybold, author of *Customers.com*



Mind your designers Don't assume your designers innately follow your vision for the company Website. If left unheeded, many Web designers will load your Website with all the latest gadgets and gizmos they drool over at conventions. Instill in them the concept of utility over beauty.

Personalization Excite's personalization features are sure winners, as is CNN.com's custom news feature, which allows visitors to be presented with news topics they're interested in, and nothing else. "Personalization works because never before could it be done.... People who personalize their page return about 25 times more frequently than people who don't." —Joe Kraus, co-founder, Excite

Comparison pricing The computer press buzzed in August 1998 when Amazon bought the comparison-shopping startup Junglee. What were they think-

ing? Why would they want to lead potential customers elsewhere on the Internet for cheaper prices? The answer is simple: People want to compare prices for products, but they don't want to have to jump from site to site and conduct multiple searches to do it. By allowing its visitors to compare pricing within its site, Amazon trumps its competitors in two areas: One, its brand is equated with convenience; two, customers stay on its site instead of going elsewhere to check prices.

Network cache products Researching who will host your Website? Be sure to inquire whether they feature network caching products such as Inktomi's Traffic Server. These products keep cached versions of your site locally, allowing customers to get to your content "upwards of 30 percent" faster, according to Kevin Brown, director of marketing at Inktomi.

Inhale

You can test [an] idea online and then take it into every other medium if it works. The Internet is the marijuana of media—if you start there (and have an infectious idea) there is a good chance you will end up doing all the other ones.
—Rufus Griscom, editor-in-chief, Nerve Magazine



"By lowering prices or offering free products, and employing a 'market shrink' strategy, the new [online] entrant can make it very painful for established companies with established distribution relationships to follow. Although the new market size may be smaller, the new entrant can gain significant share by restructuring the basis of competition."
—Steve Jurvetson, partner, Draper Fisher Jurvetson venture capital firm

Standard Features:

- FREE Domain Name Registration*
- www.yourcompany.com
- Dedicated IP Address
- 600 sq. ft. Data Center
- OC 12 Fiber Optic Multiplexer
- Up to 622 megabits per second
- Redundant T3 Backbones
- Cisco 7800 Series Router
- On-Site UPS Clean Power
- Generator Back-up System
- 99% Uptime
- 30-day money back guarantee
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- Our own e-shop
- FREE PGPTM Secure email available
- Unlimited POP email accounts
- Unlimited email forwarding/aliases
- Unlimited Email autoresponders
- Password Protected Directories
- Easy to use Control Panel
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Disk Space (can be customized)	25MB	25MB	100 MB	120MB	400 MB	2.5 GB (flexible)	9 GB (flexible)
Data Transfer	4000MB	4000MB	3000MB	8000MB	16GB	Subnet	Subnet
Max # of domains you can host	N/A	N/A	25	25	75	250	1000
Base Monthly Server Cost	\$14.95	\$19.95	\$59.95	\$89.95	\$149.95	\$359.95	\$1999.95
Max. per domain cost @ \$2.00/domain/mo	N/A	N/A	\$50.00	\$50.00	\$150.00	\$500.00	\$2,000.00
Max. possible cost to you/month	\$14.95	\$19.95	\$109.95	\$139.95	\$199.95	\$859.95	\$3,999.95
Your monthly gross profit @ \$19.95/domain	N/A	N/A	\$498.75	\$498.75	\$1,496.25	\$4,987.50	\$19,950.00
Your monthly net profit	N/A	N/A	\$388.80	\$358.80	\$1,196.30	\$4,127.55	\$15,950.05
Setup and 1st Month	\$53.95	\$58.95	\$108.95	\$138.95	\$244.95	\$859.95	\$4,999.95

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"Put your web store on-line now FREE!" AIT's new store manager and shopping cart are standard. Why pay for your webstore?



STEP 2: Establish real-time credit card transaction capability.
Transaction servers, merchant accounts and gateway available to AIT customers through AIT's strategic partnership with 1st Commerce at the lowest prices in the industry.

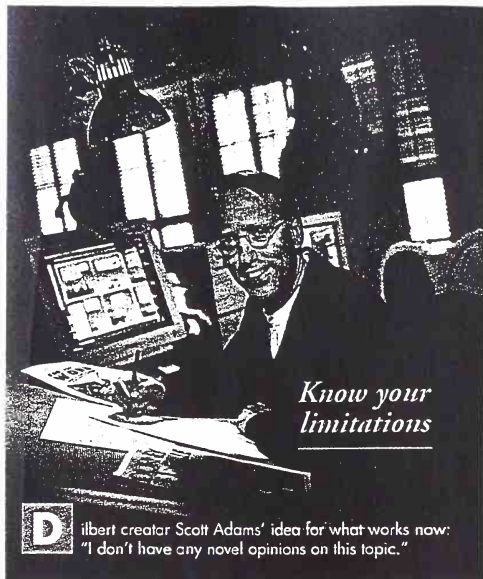


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Know your limitations

Dilbert creator Scott Adams' idea for what works now: "I don't have any novel opinions on this topic."

Good people
In the New
Economy,
you don't
hire people,
they hire
your company.



Paranoia

"The New Economy is predicated on continuous, profound, and inevitable innovation that not only continually improves value propositions, but continually transforms the very underpinnings of a business. The soldiers of the New Economy relish rather than resist this innovation—a relish propelled by an unrelenting paranoia of the next displacement, and willingness to act on it before someone else does."
—J. Neil Weintraut, partner, 21st Century Internet Venture Partners

Upsales When you get your car washed at a staffed shop (as opposed to an automated outfit), one of the first things that happens after you say you want your car washed is the salesperson will try to sell you related items. Wax? Wheel detailing? None of which you'd probably order on your own, but given the context of the pitch, you might consider buying. That same premise carries over to the Internet. If someone orders a CD, offer up what other people who bought that CD have also purchased. If someone orders tortilla chips, recommend salsa. Make the impulse purchase as effortless as possible.

Printer-friendly versions

Some people like to print out Webpages for making copies or reading on the train. They don't want to print out your half-page header and your page and a half of trailer info. Accommodate them with printer-friendly versions of your content.

Free PCs Free-PC made its announcement at the DEMO conference in February that it was

giving away 10,000 computers in return for demographic info and targeted, continual desktop advertising. Within a week, it received more than 1 million requests for the service.

Known brands "They give consumers a sense of your credibility and can be extended over an array of mediums, products, and services. As the Web gets more and more crowded with sites, the known brands will rise to the top." —Howard Tullman, CEO, iTunes.com

Partnerships Before the NBC peacock began strutting around CNET's San Francisco offices, Snap! was hemorrhaging money, and the date of its demise was the office-scuttlebutt point of choice in the Valley. But voilà! Suddenly Snap! had credibility, a nice chunk of cash, and a new lease on life.

Convenience Now that consumers are warming up to online shopping, increasing degrees of convenience must be applied. Email notification of sales is one. Roaming bats are another.

Customer service



"...Undaunting concern for the customer experience." —Ellen Siminoff, vice president of business development, Yahoo!



Respond to email Customer service will be a key differentiator in the future of e-commerce, and one of the most sure-fire methods of acknowledging customer queries is by answering emails.



Give customers many options "Allow consumers to get answers to their questions on their own time and on demand (what's not working on the Internet are e-commerce sites that have inadequate customer support). The Internet allows for immediate responses and Internet consumers

have come to expect, if not demand, this." —Ann Delligatta, COO, Autabtytel.com

Follow-up promotions Follow up a purchase with an email or newsletter letting the visitor know about any upcoming sales or incentive programs, all intended to drive the customer back to the site.

Bots The paradox of all the time-saving that technology affords us is that no one actually seems to have more time. Artificially intelligent bots that scour the Web for sales or haggle with other bots, however, promise to take the shopping out of buying.

Creativity Doing business on the Internet requires people to rethink fundamental business ideas. Therefore, a creative mind is much more valuable than one good at following procedures. "It's important that people check their existing knowledge at the door...[and] continue to learn and adapt to how business has radically changed." —Joe Kraus, co-founder, Excite

Specialized shops A May 1998 Jupiter/NFO Interactive survey of online consumers found that 77 percent go online with a specific purchase in mind. Many

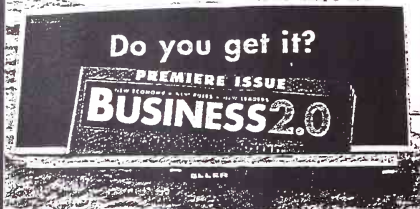
current online winners match the consumer's single-mindedness by concentrating on one category—for 1-800-Flowers, it's floral gifts—while also capitalizing on the advantages ecommerce offers, such as high levels of customization and convenience.

Outsourcing Why tie up your IT staff with managing email servers and human resource applications? Outsource those tasks and keep them focused on beefing up your Website (see "Outsourced and Out of Mind," p96).

Fresh content One of the most effective ways of building stickiness is to keep your content fresh. Update continually.

Community Whether you hold up Yahoo! or Excite's communities as your example, or the emergence of sites such as eGroups, the fact is that communities work.

Shameless self-promotion.



Billboards

Drive up 101 from the Silicon Valley to San Francisco. Damn near every billboard is tech. "While driving, [people] aren't able to do anything but listen to the radio and look out the window." —Bruce Gilliat, co-founder, Alexa Internet



arguments stop here! 9NetAvenue! equal opportunity hosting!

Why do people always argue about the best Web hosting solution? If only they knew about the rich diversity of services offered by 9NetAvenue. Whether they prefer NT or UNIX platforms, large sites or small, online commerce or not, clients are thrilled to find that 9NetAvenue can accommodate them. The answer is not to find the one solution for everyone; it is to find the one Web hosting company that can provide the answers for everyone's needs. **The answer is 9NetAvenue.**

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Business-to-business sites that work

Marshall Industries www.marshall.com When it comes to business-to-business e-commerce, Marshall Industries is a leader. Its Website isn't pretty or glitzy, but, like the products it distributes—industrial electronic parts—it gets the job done. From the homepage, visitors can quickly find products by part number, manufacturer, or description and complete the purchase online. Plus, it offers 24-hour online support. —KE

Cisco Systems www.cisco.com Cisco just re-engineered its Website, making it easier than ever for visitors to use. Light on graphics and glitz, it is heavy on text and information about its Internet networking products. From its homepage, Cisco offers a search function and online ordering as well as education and service and support options. —KE

Cintas www.cintas-corp.com Cintas' business is selling and leasing uniforms. This basic, efficient site offers visitors pictures, prices, and sizing, and then makes it easy to order online. It also offers simple instructions on everything from purchasing to pricing, including volume discounts. —KE

KAREN EGOLF (KEGOLF@CRAIN.COM) IS EDITOR OF ADVERTISING AGE'S BUSINESS MARKETING.

People want to communicate with other like-minded people. Some VCs predict that "communications portals" are the next big thing, where a site such as Yahoo! would offer first and foremost a number of ways for people to communicate and form communities.

A consistent look/feel throughout the site Every page within your site is part of your brand. Make them look like it.

Courtesy "Audit after audit had us squinting to read tiny type, digging through multiple layers of menus, and otherwise working too hard to find value.... When users repeatedly encounter these barriers to their goals, they get angry." —"Why Most Web Sites Fail," September 1998, Forrester Research

Know your audience As soon as possible, start finding out who your audience is. Demographic information, surfing preferences, and so on can all help you tailor your approach to best fit your visitors' profile.

Vertical (niche) portals Why try to be all things to all people? A market is emerging for topic-specific portals. Note: women.com and MP3.com.

Email newsletters as a way of boosting community Keep visitors who have requested such information

abreast of special deals, new content, incentive offers, and the like with email newsletters. Use them sparingly, however, as there's a fine line between a welcome email heads-up and spam (see "Debate," p112).

Ecommerce risk management

"Without a face-to-face encounter [a signature], the risk for fraudulent transactions increases.... If a fraudulent order is processed or a merchant has to retract an order, the merchant has to pay a fee. [Web merchants should consider a] program running checks on everything to eliminate this risk." —Derek Peterson, vice president of sales and marketing, Elance

Put service into every product

Linux provider Red Hat Software builds its business model around not only selling its shrink-wrapped version of the popular operating system, but on providing service and support for the products. "In the past, service add-ons were an afterthought for those in the product business. Today, you must make them intrinsic to the offer. If your entire corporate culture is focused on *stuff*, wake up. Services often provide higher margins and better growth opportunities than the rapidly maturing thing itself." —Stan Davis and Christopher Meyer, authors of *Blur* ■

ERIC HELLWEG (EHELLWEG@BUSINESS2.COM) IS A SECTION EDITOR AT BUSINESS 2.0.

A Stanford MBA

Scott McNealy, Steve Jurvetson, John Hummer, the list goes on and on. Need we say more?



"The ability to imagine what does not yet exist." —Melody Kean Haller, president, Antenna Group

Speed

the most important principle of anything you do online is that it's fast. That means no graphics, and you're not using the latest technology, you're not using Java, you're not using Shockwave, you're doing things that are text-oriented and that are fast." —Joe Kraus, co-founder, Excite

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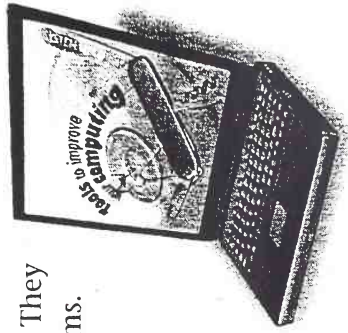
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Essential utilities for the road

Utilities take on a new meaning when you are travelling with your computer. They can also take on a far greater importance when you run into technical problems.

By
Geoff
Wheelwright

When you use a desktop computer at home or in the office, you typically have a number of places to go for help. Sources could range from the corporate "helpdesk" at your company, to your friend at the next desk, to the technical support hotline offered by a hardware or software manufacturer.



But when you're using a notebook computer on a plane, at a hotel, during a visit to a client's office or in a conference room, those resources are often just not available. So in these situations, it's just you—and whatever utilities you may have on your hard disk—left to sort out any problems.

What's the problem?

What kinds of problems are we talking about? You name it: a hard disk that starts giving error messages, a modem that can't be found by the operating system, an application that won't start because it is supposedly missing a DLL file or an email application that can't connect to your server.

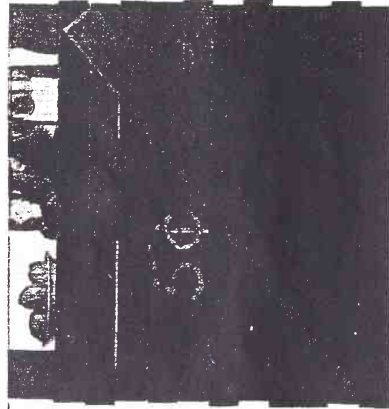
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hours of your time, while a combination of them could wreak havoc on an entire business trip. Suppose the file containing your vital PowerPoint presentation suddenly starts throwing up a hard disk error a few hours before you need it for a major new business pitch, or the modem you need to retrieve your email—which includes a message about changes to your travel schedule—stops working?

If any of these stories sound familiar, don't worry. You are not alone. According to a recent survey of business computer users by Harris Research, every employee who uses a PC loses up to three weeks of working time per year tackling technology problems.

In addition, those who have just installed new systems waste up to 100 minutes per week dealing with glitches during the first month the new system is installed.

Alright, enough horror stories. Suffice it to say that there is a whole class of utilities that can make a huge difference to the success of your mobile computing work. And they are not necessarily the same ones you would use on a desktop system.

Dealing with the big stuff

Aside from the kinds of disasters that result from dropping your notebook computer on the pavement (never an advisable move), most hard disk problems can be addressed with a good disk utility.

Probably the best-known such application is Symantec's Norton Utilities, which recently benefited from a major overhaul with the launch of Norton Utilities 4.0 for Windows 95 and 98. This \$79.95 "soup to nuts" application includes a whole host of utilities than can save the day for the embattled computer road warrior.

Continued on page 30

W

Essential utilities for the road

Continued from page 28

Chief amongst the disk utilities in this bundle is Norton Disk Doctor, which will examine any hard disk or floppy disk to detect and repair problems. But it is unlike previous versions of Norton Utilities, where you would typically have to ask the application to run one or a number of different utilities independently of one another to identify problems. The Norton System check features in Norton Utilities 4.0 will

let you run Disk Doctor alongside complementary utilities that let you find problems within "registry files" of Microsoft Windows 95 or 98.

Symantec says its research suggested what users wanted most from a utility was something that would stop Windows from crashing so often. Other key demands were for utilities that could repair a corrupt or damaged Windows Registry (the part of the operating system that keeps track of which applications need what drivers, DLLs and

other associated files), could check Windows for problems, and could diagnose hardware for potential problems.

For notebook computer users, in particular, these issues are vital. Windows has never been particularly good at working with the "suspend" mode in mobile computers (which puts the computer in a low-power drain "instant on" mode), while the usual bangs and knocks associated with travelling contribute significantly to a greater potential number of hardware problems.

Getting there from here

Once you have the basics of your notebook computer working properly—the operating system, hard disk, screen and keyboard are all behaving—the next issue becomes how to get data out of your notebook.

Data is commonly transferred to an email message. But how do you make the connection to send your message? These days you usually do that over the Internet or via a Web-based email service such as Microsoft's Hotmail or Yahoo! Mail.


Problems can arise here when you try to get your modem to connect to the local number you were given for your Internet service provider (ISP). If you are using an unfamiliar telephone system in a foreign country, ➤

Utility suites

Companies have tried to market utilities by combining functions into a suite of programs. This often makes for a good deal, because the consumer can purchase a suite with many features for less than the price of the parts. And companies usually standardize the interface of the various programs to make them easier to use.

There are a few things that work against suites though. One is that utilities are by their nature short-lived and constantly changing. By the time a collection of products is designed to work together, marketed and shipped—and has spent a number of months waiting on a store shelf—it may not be as fresh as a smaller, newer product available on the Web.

A second problem is a result of the first



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In an effort to keep the newest and neatest functionality in their products (and limit competition, of course) companies will purchase smaller competitors and incorporate their products. If, in the rush to get the product to market, the suite developer has not

properly integrated the new products, the resulting suite may create conflicts within its own programs. Still, utility suites can add value for many users.

Realiti utility suite products have had a volatile year, with Symantec and McAfee both in acquisition mode. Symantec purchased Quarterback and is either incorporating or dropping its products. For example, Norton CleanSweep Deluxe and ProComm Plus will be absorbed and their development continued, while products like VirusSweep and WinITrobe will cease to exist.

McAfee, owned by Network Associates, continued its buying spree with the purchase of CyberMedia (makers of First Aid 98). Its previous purchase of Ntuts and Bolts made the McAfee utility offering very extensive with a product in practically every utility category.

With these purchases and some fallout in the market, the only other serious utility suite is Fix-It Utilities from Milenix Software. Unfortunately, its newest version was unavailable at press time. PowerQuest has a formidable line of products but does not have a suite per se and really focuses on drive utilities rather than on the more general utility market.

Overall, it may seem like the continuing consolidation of utility companies will result in fewer choices for consumers. However, as our utilities roundup demonstrates there is no end of new and interesting programs out there.

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Ultimate utilities roundup

Continued from page 21

Reviewer's picks

There is insufficient time and space to review the utilities here. However, a short look at some products that we have found useful is in order.

You found it, now where is it? • One of the most useful products encountered was SurfSaver from askam Systems. This is a Web page saver that nicely saves and organizes pages you have visited. For \$30 it is a great way to hold onto data culled from the Net. Unfortunately it will have to adapt or die when Microsoft Office 2000 arrives with its ability to read and write natively in HTML.

Too much information • MetaSearchers

review Web searchers so you don't have to visit half a dozen sites to find everything there is to find about Indian elephants, beeline from Transcom is the searcher's scallier.

The lights on my modern aren't flashing. • Of the ISP connection monitors, NetSight, purchased by Netsol from VitalSigns, is truly useful. Once you've grown used to knowing why there are sudden hiccups in your Net connection, living without that information is like walking blind.

But I'm sure she said the file was on this disk. • For those of us who do a lot of computing, being able to throw a Mac disk into your PC is essential, and nobody has better software for reading, writing and viewing Mac files on a PC than Dataviz and its program Conversions Plus.

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You can customize anything. • Winboost 98 from Magellas is a great way to customize just about anything in Windows that isn't already customizable. You can put your name in the taskbar tray beside the time, change the time to a 24-hour clock, put the Control Panel folder in the Start Menu, and more.

Powered DOS! • PowerQuest makes excellent software and Partition Magic is its best consumer product. If you are serious about computers, then this GUI, partition manager is the only game in town. If you regularly make disk images, you'll also want to take a look at PowerQuest's excellent Disk Image.

Even a pair of scissors and a toothpick. • McAfee Office is a dog's breakfast of utilities, but they are all great and if you can't find what you need in this package, you are

unusual. Uninstaller, anti-virus, encryption, disk utilities, and registry editor—this is a big, rambling, Swiss army knife of a product. One size fits all. • Arguably the king of utility software companies, Symantec has released Norton SystemWorks 2.0 and it is the most complete and extensive utility suite product available. The new version includes Norton Antivirus, CleanSweep, CashGuard, Web Service, and most importantly Norton Utilities. Norton Utilities includes System Check, Connection Doctor, Registry Doctor, WipeInfo, and even a bootable CD-ROM. This is the top product in this field.

There are, in fact, great products in every one of these categories and most companies will let you try a product before you buy it. So get out there and make computing easier on yourself. You deserve it. □

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ULTIMATE UTILITIES

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After spending days on the Web checking prices, updating dead links, and summarizing product descriptions (not to mention drinking enough Starbucks brew to float a boat), we have come up with a list of utilities that has something for everyone.

By Rod Lamirand

We've divided utility products into nine categories, and the accompanying charts contain listings for more than 130 programs. And this list is not exhaustive. It seemed that every time we turned around, there were more utilities to add. It is the nature of this category of software that programs can be quickly written and thrown up for sale on a Web page.

Often a product becomes obsolete and disappears when another does a better job.

Hundreds of small inexpensive programs are available—often for very specialized needs—because the Net allows for inexpensive delivery. Where the Internet does not contribute to the growth of utilities directly, it often does so indirectly.

But what about the more established and well-known utility products? Online sales are still far lower—in both the number of products sold and the income generated—than boxed products sold in retail stores. Chris Monette, general manager of Symantec Canada, places the percentage of his compa-

programs that continuously ping your ISP to avoid being dropped for inactivity.

Web page saving/searching

vices like ICQ, being alerted to any time your friends or coworkers are online and available for conversation is like getting an International LAN for the price of a Net connection.

**Encryption/
virus protection**

Keeping your data secure from prying eyes and your computer free from rogue software becomes more important

more volatile. Even deciding what qualifies as a utility and what does not is moving ground. There is no agreement about when a line of products stops being a utility and becomes a full-fledged program group.

Were it not for the Net, individual developers and small companies would not be able to produce, market and sell many of these small, one trick ponies

One of the biggest factors in the huge increase in the number of utilities is the Internet. Fully half of the utilities in this roundup are somehow related to the Net—but that's not the whole story. Yes, connecting, browsing, emailing, saving, and communicating on the Web is the main impetus for the development of many utilities. However, the Internet also plays a big role in the distribution of utilities, taking over from bulletin board systems (BBSes) and greatly expanding both the reach and potential audience size of BBSes. Were it not for the Net, individual developers and small companies would not be able to produce, market and sell many of these small, one trick ponies.

Thus, the Net has had two effects on utilities: It offers a new way to sell the same software, but the products are also changing.

(Dynamic, like many other software companies, offers a discount for online purchases primarily because of the cost savings on its end.) Jerry Gowan, accounts manager at PowerQuest Corporation concurs: "We have seen online sales really go up but retail is by far the bulk of our sales."

Here then are the nine groups we have created in an attempt to define the field. They are neither exhaustive nor, we must admit, cleanly segregated. Although each site has been visited, prices checked, and a short product description created, sometimes you will need to burrow down from a company's main page to find the product (through usually this is very simple). Prices are in American dollars and sometimes online purchasing is not as easy as it should be. As well, summarizing a product in six or so words necessitates gross generalizations. Overall though, we were slightly surprised at how many useful and interesting products there are out there. With a little know-how, you will likely find something useful.

FTP/connection improvement

File transfer protocol (FTP) is the efficient way to move files around on the Net. FTP programs offer various tools to make copying, monitoring, and saving files faster, easier, or automatic. Connection improvement programs are those that monitor and suggest various ways to improve your Net connection.

There are a lot of programs that try to improve your dialup connection. They are quite good at letting you know where things are bogging down—your computer, modem, line to the telephone company's switch, ISP server, Internet server, or site server. This category also includes programs that will hit a site continuously until it connects and

information using the Web. Searching software works in conjunction with search sites to speed up and broaden one's queries.

Saving a page well, while often useful, is actually a difficult procedure. Some programs in this category will also save all the pages on a site. Searchers and meta-searchers can be very handy if you regularly do a lot of work on the Web. This category also includes off line browsing tools.

Browser file management

Some people don't like cookies (those little browser files that identify you to a Web site), considering them snoops at best and electronic trackers at worst. Although the potential for abuse is there, cookies don't seem to be much a problem for most people. However, some surfers do not want anyone recording where they visit and how often.

Keeping track of cookies and deleting them, and/or other browser files, is what these programs do.

Parental filters

Anyone with a nine-year-old son or daughter probably knows that these imperfect utilities may be the only thing you can do, short of making the home a Net-free zone, to avoid traumatizing the little ones.

It's true that these filters can be beaten, but by the time your child can defeat the filter, he or she is probably old enough to survive the Net. A good education and some ground rules are equally important.

Email/online notification

If you really need to know when new email arrives on the server or whether or not your friends are available to chat, check out these utilities.

With more and more people using ser-

links to the software company's Web site. Good virus protection means constantly updating your database of protection against infectious programs. Keep in mind that, over time, the cost of your online program will exceed the price of the original software.

In the encryption world, sophisticated programs are making data practically impregnable. The only hurdle left to overcome is standardization.

Hard drive utilities

This is one of the oldest and most useful utility categories. Programs in this group will defrag, partition, map, clone or copy your hard drive.

Graphical interfaces and support for copying and sizing many different FAT systems have finally made disk utilities easy and safe (relatively). If you have to upgrade to a larger drive, these will help you do the job.

System utilities

If a utility does something for the operating system, or it just doesn't fit in any other category, you'll find it in this group.

There are so many different kinds of utilities that do so many different things, it is impossible to include them all. But there is still a gold mine of useful features in the products we did cover.

Want to change the Windows shut down graphics? Try a product like Winboost 98. Need to check that your monitor is still working properly? Try DisplayMate. Want to have electronic stickers? Get 3M's Post-it Software Notes for Windows. There is something here for everyone.

One of the best utilities in this category—PowerToys for Windows—is free from the Microsoft Web site. Check it out.

Continued on page 34

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REVA'S (W)RAP

Reva Basch



Honoring Our Ancestors

Doug Engelbart isn't exactly a household name. Without his efforts, though, we might still be searching on dumb terminals and sending our clients cut-and-pasted printouts of the results. The easy familiarity with which we interact with our computers as extensions of ourselves—in fact, the very concept of personal computing—might never have been conceived, let alone realized, without Engelbart's ministrations. Several tech pioneers could legitimately claim the title "Father of the Personal Computer"; Doug Engelbart is father to them all.

On December 9, 1968, Engelbart, then a 40-something project team leader at Stanford Research Institute, presented a live demo incorporating several radical new technologies: the computer mouse (a rectangular device roughly the size and shape of a school-room pencil sharpener), a graphical user interface with a now-standard black-on-white text display, multiple windows, real-time interactivity using an on-screen "bug" or cursor, remote access, and hyperlinking. Even the logistics of the demo itself, with a home team in Palo Alto communicating with Doug's "away" team in San Francisco, foreshadowed modern videoconferencing.

As his SRI colleagues gradually filtered out into the private sector, to Xerox PARC, and eventually to Sun Microsystems and Apple, many of these innovations found their way into commercial computer applications. Yet Doug Engelbart, never a self-promoter, remained almost unknown outside the Silicon beltway—until just a few months ago.

On December 9, 1998, thirty years to the day after Doug's original demo, Stanford University staged a day-long symposium called "Engelbart's Unfinished Revolution" to honor Doug, his team, and their

accomplishments. (You can read about or listen to the proceedings, or order videotapes, at <http://unrev.stanford.edu>.) Chaired by Paul Saffo of the Institute for the Future, with a lineup of speakers including former Apple Fellow and Xerox PARC founder Alan Kay, natural-language and human-computer-interaction pioneer Terry Winograd, Ted Nelson of Xanadu fame, virtual-reality guru Jaron Lanier, online community evangelist Howard Rheingold, and Marc Andreessen of Mosaic and later Netscape, the event felt like a latter-day techno-Woodstock with schmoozing instead of music, PowerPoint instead of patchouli oil, nuv instead of tie-dye.

Actually, there *was* some tie-dye, hippie-to-high-tech is a smotherer continuum than you might imagine. One of the presenters, Stewart Brand, who went on to create the quintsensationally counter-cultural Whole Earth Catalog as well as the ever-obscure WELI, had handled the A-V linkup at the Palo Alto end of Engelbart's '68 demo.

The Woodstock analogy runs even deeper: In the 1960s, computers were primarily associated with scientific calculation and the promise of office automation, number-crunching and facilitating rote tasks. Doug Engelbart was one of the first to see their potential for communication—and community—as well as computation. With his encouragement, SRI became the second node on the ARPAnet, the forerunner of today's Internet (as Doug himself pointed out at the symposium, that's about as early by definition, as one can be on a network).

All of Engelbart's innovations were aimed at furthering human system development as well as the evolution of the machine. The year of Doug's demo, 1968, was also the year of

Prague Spring and the student-led general strike in France, the Democratic National Convention in Chicago, the assassinations of Martin Luther King and Robert Kennedy, the Tet offensive, and rising opposition to the war in Vietnam. It was a time of profound change on every level—political, social, and personal. Despite his clean-cut appearance, this Stanford engineer was perfectly in tune with the revolutionary zeitgeist. Doug's vision was never about product cycles, exit strategies, or stock-option millionaires; it was about transforming mankind.

I suppose that's why Stanford decided to call it an unfinished revolution. Surely the Web, the greatest interactive medium in history, has drawn heavily from Engelbart's insights and inventions. The next wave of Web search tools, including Alexa, IBM's Clever, and Stanford's own Google!, factors in the social component of the Web, using collaborative, consensus-based, and peer-influenced decision-making processes that emulate our information-seeking behaviors in everyday life.

The social Web is evolving to include more than virtual communities, and we humans are co-evolving with it. To those of us who've felt from our first exposure to it that the Net was something "more than human," an extension of our individual intellect, consciousness, and will, it all seems to be moving in the direction that Doug Engelbart envisioned so clearly 30-some years ago. May he live to savor the fruits of his revolution.

Reva Basch cops to her old hippie credentials, but she never inhaled. She is author of Researching Online For Dummies and editor of the forthcoming Super Searchers book series. Contact her at reva@well.com.

Business-to-business sites that work

Marshall Industries www.marshall.com When it comes to business-to-business e-commerce, Marshall Industries is a leader. Its Website isn't pretty or glitzy, but, like the products it distributes—industrial electronic parts—it gets the job done. From the homepage, visitors can quickly find products by part number, manufacturer, or description and complete the purchase online. Plus, it offers 24-hour online support. —KE

Cisco Systems www.cisco.com Cisco just re-engineered its Website, making it easier than ever for visitors to use. Light on graphics and glitz, it is heavy on text and information about its Internet networking products. From its homepage, Cisco offers a search function and online ordering as well as education and service and support options. —KE

Cintas www.cintas-corp.com Cintas' business is selling and leasing uniforms. This basic, efficient site offers visitors pictures, prices, and sizing, and then makes it easy to order online. It also offers simple instructions on everything from purchasing to pricing, including volume discounts. —KE

KAREN EGOLF (KEGOLF@CRAIN.COM) IS EDITOR OF ADVERTISING AGE'S BUSINESS MARKETING

People want to communicate with other like-minded people. Some VCs predict that "communications portals" are the next big thing, where a site such as Yahoo! would offer first and foremost a number of ways for people to communicate and form communities.

A consistent look/feel throughout the site Every page within your site is part of your brand. Make them look like it.

Courtesy "Audit after audit had us squinting to read tiny type, digging through multiple layers of menus, and otherwise working too hard to find value.... When users repeatedly encounter these barriers to their goals, they get angry." —"Why Most Web Sites Fail," September 1998, Forrester Research

Know your audience As soon as possible, start finding out who your audience is. Demographic information, surfing preferences, and so on can all help you tailor your approach to best fit your visitors' profile.

Vertical (niche) portals Why try to be all things to all people? A market is emerging for topic-specific portals. Note: women.com and MP3.com.

Email newsletters as a way of boosting community Keep visitors who have requested such infor-

mation abreast of special deals, new content, incentive offers, and the like with email newsletters. Use them sparingly, however, as there's a fine line between a welcome email heads-up and spam (see "Debate," p112).

Ecommerce risk management "Without a face-to-face encounter (a signature), the risk for fraudulent transactions increases.... If a fraudulent order is processed or a merchant has to retract an order, the merchant has to pay a fee. [Web merchants should consider a] program running checks on everything to eliminate this risk." —Derek Peterson, vice president of sales and marketing, Eliance

Put service into every product Linux provider Red Hat Software builds its business model around not only selling its shrink-wrapped version of the popular operating system, but on providing service and support for the products. "In the past, service add-ons were an afterthought for those in the product business. Today, you must make them intrinsic to the offer. If your entire corporate culture is focused on *stuff*, wake up. Services often provide higher margins and better growth opportunities than the rapidly maturing thing itself." —Stan Davis and Christopher Meyer, authors of *Blur* ■

ERIC HELLWEIG (EHELLWEIG@BUSINESS2.COM) IS A SECTION EDITOR AT BUSINESS 2.0.

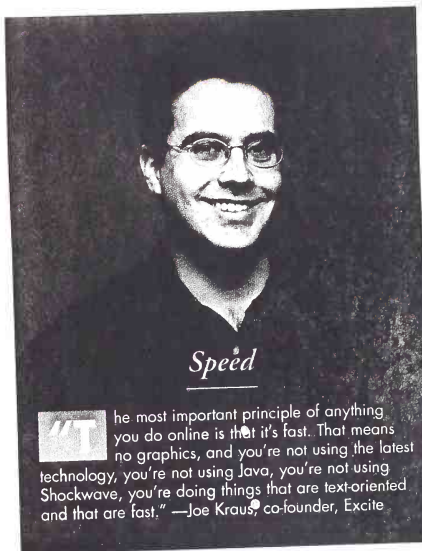
A Stanford MBA

Scott McNealy, Steve Jurvetson, John Hummer, the list goes on and on. Need we say more?



Imagination

"The ability to imagine what does not yet exist." —Melody Kean Haller, president, Antenna Group



Speed

"The most important principle of anything you do online is that it's fast. That means no graphics, and you're not using the latest technology, you're not using Java, you're not using Shockwave, you're doing things that are text-oriented and that are fast." —Joe Kraus, co-founder, Excite

One-click ordering.
Amazon.com perfected it.
Others should follow suit.

Underpromise.
Overdeliver.

through a transaction, only to force them to print out a form and snail mail it to you, or call an 800 number? That's so... 1997. Every step of your transaction should be available online or none at all. Seems obvious, but visit www.ticketmaster.com to see how not to do it.

Interactivity "If you can see, hear, and interact with it, you are more likely to remember it than if you just saw it." —Darian S.R. Heyman, vice president of business development, Beyond Interactive

Location! Location! Location! The most valuable space in any physical store is the counter space in front of the cash register. It's the land of impulse buys. The same principle applies to the Internet. For example, eBay lists the hottest auctions front and center on its opening page. A recent Forrester report reiterates the importance of placement, stating that "each new [page] layer of menus...cuts success—and sales—by another one-quarter to one-half."

Design for the lowest common denominator Just because Netscape Communications and Microsoft are in a death race to release the latest and greatest browser first doesn't mean everyone downloads it the day it comes out. In fact, programmers at Amazon are instructed to program their pages to load on Navigator 1.22—an iteration released nearly five years ago.

Make offers smarter with each use CDnow, for example, recommends new items to customers based on what they have previously purchased.

More white space From the art houses in SoHo to Keith Richards' five-string subtleties: Less is more. The same idea applies online as well, though some sites are in danger of drowning their visitors in a sea of colors and choices. Mark Hurst, president of

Creative Good, a N.Y.-based customer experience firm, sums it up: "There's so much consolidation going on, so many new features coming online, that there's no space on the page to fit it all in."

Online training videos The idea is catching on, as Intuit offers online training videos for its flagship product Quicken. According to a spokesperson, its call centers give telephone customers on hold the company URL to search for product information online.

Constant education "You can never know too much about a company, an industry, a trend, a technology. Make learning your passion, and invite others to learn with you." —Brewster Kahle, co-founder and president, Alexa Internet

Act globally There's a reason it's called the World Wide Web, take advantage of it. When considering a global expansion, factor in shipping hassles, monetary conversions, linguistic and cultural hang-ups, and a vastly increased potential customer base. TipWorld, a site offering dozens of computer-related email tips, recently discovered that 40 percent of its subscribers hail from outside the United States, and had to make sure its stable of tip writers penned their advice for a global audience, not just North American, by eliminating references to U.S.-only holidays and practices. What's more, research firm IDC predicts that by 2002, 58 percent of Internet users will be located outside the United States.

Learn from the pros "I thought about starting a company straight out of school and I ended up not doing it. I realized later that it was, of course, the right decision, because you can dramatically improve your odds by working for a best-practices company. It's not that you can't make it on your own, and there are plenty of examples that you

A Web-specific team in your company

Ad hoc teams don't work. They might get a placeholder site up fast, but check out this breakdown to see just how costly after-the-fact reconstruction on a hastily thrown together site can be.

Quick fixes 3 to 6 weeks **\$8,500-\$17,000**

Problems=minor: Site navigation is not reliable; bad links; button text and body text illegible; commands and prompts are inconsistent; text is jargon

Rehabilitation 10 to 26 weeks **\$35,000-\$90,000**

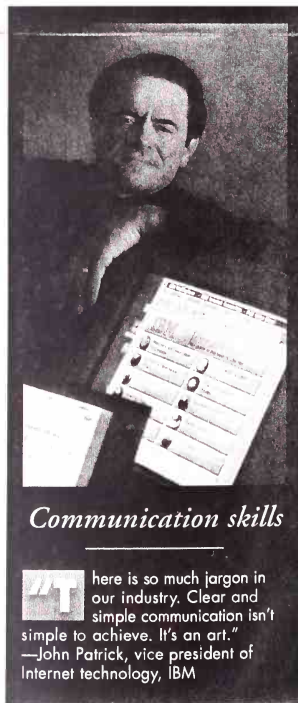
Problems=monogable: Inconsistent performance—too large or too many graphics; too many levels with too little content; inconsistent controls; navigation hidden; irrelevant content

Reconstruction 26 to 39 weeks **\$780,000-\$1,560,000**

Problems=major: Site not organized by user goals; incomplete information or catalog; transactions, interactivity, personalization, and search are unavailable

Source: Forrester Research

Show,
don't tell.
People like to
know what
they're about
to buy looks
like, be it a
sweater, a CD,
or widgets.
A picture is
still worth a
thousand
gigabytes.



Communication skills

here is so much jargon in our industry. Clear and simple communication isn't simple to achieve. It's an art." —John Patrick, vice president of Internet technology, IBM

GOVERNMENT COMPUTER NEWS

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B1-Weekly

SHOPPER EDITION

APRIL 1, 1999



Bacon's

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Pedal faster. Is data analysis taking too much of your time, leaving too little time to write reports? Is finding the data you need becoming more

difficult as the Web grows? Intelligent agents and bots are small, powerful pieces of software that roam the Web for you, collecting and sometimes analyzing the information you need. Some bots must be downloaded and run from your desktop PC. Others you run from special Web sites.

Better than a sextant. Try Alexa for guided Web navigation. It's advertising-supported and free to download. Alexa loads as a toolbar in your browser and travels with you on the Web, offering details about the sites you view and suggesting related sites from a central reference database. It's the brainchild of supercomputer guru Brewster Kahle. Parts of Alexa are built into Microsoft Internet Explorer 5.0.

Download Alexa at www.alexa.com.

Fetching ferret. Use the freeware version of WebFerret as a desktop PC meta-crawler. Metacrawlers automatically send your search term to multiple search engines, then collect and display the results. WebFerret is one of the faster crawlers available, and it has the grudging support of some major search engine makers that allow WebFerret in while shutting out other metacrawlers. WebFerret is available at www.ferretsoft.com.

Tip of the tongue. Do you kind of, sort of remember the uniform resource locator of the site you visited last week, but not well enough to actually find the place? Visit Amnesi, the service that helps find Internet server names even when you only have part of the name. At Amnesi, you'll see a form that lets you enter your best guess or even a piece of a name. Go ahead, try to trick it with misspellings and reversed entries. It can figure out most domain names from the slightest hint. Amnesi is available at www.amnesi.com.

Mail crawl. Can a Web crawler be a marketing tool? CyBot can; it was created for the purpose. If you need to promote your agency's efforts and reach the right people, Cybot can help find the people most likely to use the site. It searches for pages and assigns values based on keywords you've entered. It can identify potential contact names and e-mail addresses.

Visit www.theartmachine.com/cybot.htm to download CyBot for a free trial.

Daily news. Morning Paper, available at www.boutell.com/morning/, visits your favorite Web sites at selected intervals and looks to see what's new. It summarizes each page as part of a newsletter viewable from your Web browser. It can even be pointed at news sites for midday updates. Go to the Boutell.Com site to download a free 30-day copy and check a list of sites that welcome the Morning Paper blot.

—Shawn P. McCarthy

Internet: smccarthy@lycos.com

Shawn P. McCarthy designs products for a Web search engine provider.

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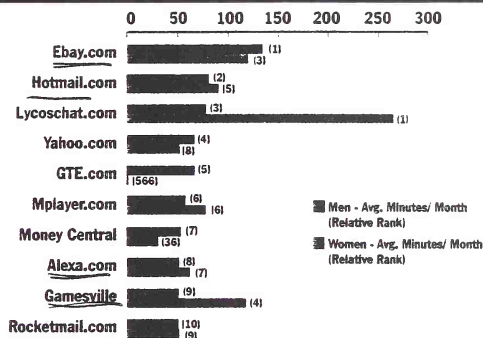
IQ Data

NEWS **Q**

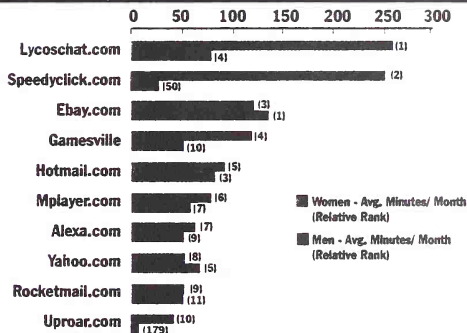
"Sticky" Site-uations On The Net Vary by Gender

Stickiness, or the ability to keep visitors hanging around a site, is the sought-after site attribute of 1999. The data below on the stickiest sites for men and women reveal that activities like gaming and chat are definite crowd pleasers. But the data also shatters stereotypes. Men, not women, spend more time at auction site eBay, while gaming site Uproar.com is 10th "stickiest" among women but 179th among men.

Top Sites Ranked by Duration for Men, February 1999



Top Sites Ranked by Duration for Women, February 1999



Media Metrix defines unique visitors as the actual number of users who visited each Web site, without duplication, once in a given month. More than 40,000 individuals throughout the U.S. participate in the Media Metrix sample.





Mapping the Web

BY STEVEN JOHNSON

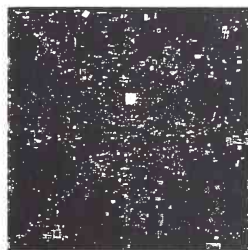
What would the Web look like from a satellite? It seems like a ridiculous question, but it isn't as crazy as it sounds.

Consider an innovation by Activeworlds, com, a Newburyport, Mass., company that operates one of the largest online communities. Active Worlds is a 3D virtual space where members have been erecting virtual structures - stores, sheds, shrines - for nearly three years.

Active Worlds residents navigate through their community via the first-person perspective popularized by games like *Quake* and *Unreal*. This can make for an immersive experience but can narrow a member's sense of the larger community. How big is this city? It's hard to tell from the human-scale view the interface gives you. From street level, the world seems chaotic and patternless, with buildings tossed next to one another, stretching to the horizon.

But what would it look like from 10,000 feet? Roland Villet, Active Worlds' lead developer, pondered that question one Sunday a few years ago. After a few hours of programming, Villet created an application that scoured the database for the coordinates of all the structures in the largest space in the Active Worlds universe, Alpha World. Villet then plotted Alpha World's development on a satellite-style image, endowing each structure with a color to differentiate the various buildings. The resulting picture provides a new understanding of the Active Worlds community. It also suggests something about the Web and how we can better learn to see it.

You can't help but be startled looking at these images. There's a clear pattern to the shape, but it has the blurriness, the granularity of real-world cities seen from above. We're used to visualizing Web usage as the obligatory ascending line of total surfers. Villet gives us something new: the view from above.



Alpha World, as seen from cyberspace.

Why seek out these views? Because, in a very literal sense, they give us a new perspective. Observe the starlike pattern at the center of Alpha Worlds' grid - no one noticed it until Villet launched his satellite.

The Active Worlds geography revolves around latitude- and longitude-style coordinates, with the center of the world - the place where new visitors arrive - marking the 0/0 point of the projection. Homesteaders on this frontier give their x,y coordinates as a kind of street address: "Look me up sometime," residents say, "my place is at 250N, 100E." The diagonal axes on the image represent users settling at repeated coordinates (25,25) to make them easy to find.

Looking at Villet's images made me think about what would happen if you approached the Web from the same angle. As it turns out, a number of cartographers have been wrestling with the idea. The early returns are fascinating, and often visually stunning, experiments.

The Geographies of Cyberspace site, maintained by University of London professor Martin Dodge, features an entire archive of Web-based maps, including a rendering of router congestion with elaborate twirls of color rippling across the screen.

While these images have an undeniable aesthetic appeal, their signal-to-noise ratio leaves something to be desired. "There's a problem with graphical representations of

Web usage," says industry visionary Brewster Kahle, whose Alexa project has been archiving the Web for the past three years. "Anytime data comes in this large, graphics usually fail you. The information is just too complex to represent in an image."

Interestingly, the images that work best in Geographies of Cyberspace relate to real-world space: Several maps offer illuminating portraits of Web usage, including a telling survey of Net penetration in Africa. When I asked Kahle what sort of map he'd most like to see, he suggested something along similar lines: "I'd love to see an animation of Web usage mapped onto geography. When did we get Europe? When did it sweep through Italy? We talk about the Internet coming in waves. But is that really true?"

Online cartography might also help us answer one question that's been haunting the Web since its early days: Is this a centralized or decentralized medium? Imagine a map that represented repeat visits to a given site as a kind of urban sprawl around a central core, not unlike Alpha World's satellite image.

What would a map of the entire Web look like from that angle? Would it be a landscape dominated by the huge metropolitan spaces of Yahoo and AOL? Or would it be a more fragmented picture - more like a series of smaller edge cities, dwarfed by a broad expanse of fringe settlements: homepages, zines, storefronts.

Imagine the same image animated, displaying the Web's growth over the past three years. I suspect we'd learn more about the medium from a 30-second movie showing that evolution than from 30 days of surfing. For four years we've been looking at the Web from street level, roaming from page to page. What we need is a bird's-eye view. ■

Steven Johnson is editor in chief of FEED (www.feedmag.com). Josh Rubin contributed to this report.



APRIL 8, 1999



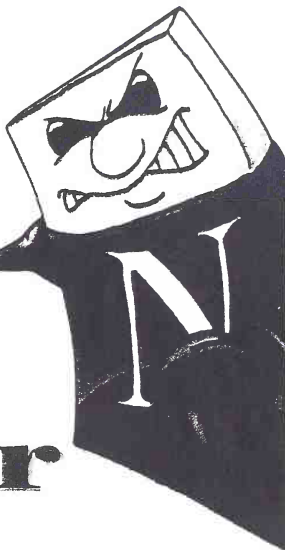
Bacon's

3035-A p. 11

My Browser Can Beat Your Browser



by Paul Andrews



Knight Ridder/Tribune Business News

The browser wars are getting interesting again. When Netscape last year decided to make its browser free to all comers and post its source code on the Internet, many assumed the product would drift like a rudderless ship. Lots of developers would add widgets and geegaws, leading to incompatibility between various versions.

Instead, Netscape has marshaled the open-source process effectively, keeping its browser's evolution under control. The company also has followed its plan to transform Netscape Navigator into a Web-services browser with innovative search features and more powerful mail software.

Moreover, Netscape has adopted Microsoft's strategy of making browser components such as security and layout available in modules to developers of Web-smart applications.

Microsoft is not sitting still, however. Its new Internet Explorer 5.0 for Windows has some nice enhancements.

Additionally, Microsoft is moving ahead with a cross-platform strategy that differentiates Explorer on the Macintosh. I have yet to test the Unix versions of IE 5 and am intrigued to know whether they, too, contain features not found in the other iterations.

Internet time has slowed dramatically, and thankfully. Browser improvements are based more on the continuing evolution of the Web rather than on the look and feel of the browser itself.

Still, the characterization of IE 5 as an incremental upgrade does it a disservice. True, nothing upon installation leaps up and

knocks you over. But there are a slew of refinements, improvements and enhancements, which, added together, make IE 5 a must-have upgrade.

A few examples:

If you open a Web page for editing, IE 5 puts an icon in the Toolbar showing the related application (Word, Excel and so on — any applications vendor can take advantage of the feature). Clicking on the icon (or "Edit with..." under File on the menu bar) calls up the currently displayed page. From there you can edit the page (in script form). If it is your own page, you can repost it to the server when you're finished.

Simplicity is another area of focus in the new IE. Error messages are more explanatory, written in plain English and helpful. Instead of something like "Error: DNS Not Found" you get a detailed message beginning, "The page cannot be displayed" and listing some possible reasons.

IE 5 also has changed its automated type-ahead feature. Whereas IE 4 would attempt to complete a line based on its first few letters (e.g. typing sea would produce the line seattletimes.com automatically), IE 5 displays a drop-down menu with a variety of possible selections.

Users will need to experiment to determine which they prefer. The drop-down requires using the mouse to choose a selection and click. The drawback to the IE 4 method was that it

continued on page 11



Alexa

Article 59 of 63

NEWS

The Web has spun a life of its own

GEORGE JOHNSON N.Y. TIMES NEWS SERVICE

04/11/1999

The State Journal-Register Springfield, IL

M1,M2

Page 48

(Copyright 1999)

Gazing through a computer screen onto the vast expanse of the World Wide Web, one feels like an explorer perched at the edge of an endless wilderness. It's a bit of a letdown, then, to learn how very finite the whole place really is.

Researchers at a company called **Alexa Internet**, using computers to automatically plumb the depths of this ocean of information, recently estimated that, as of last summer, the Web was three terabytes in size -- three trillion bytes of information, about 5,000 CD-ROMs. Just about the whole thing would fit onto Sun Microsystems's top-of-the-line StorEdge A7000 Intelligent Storage Server, an array of speedy hard-disk drives occupying less than 150 cubic feet. This cyberspace that people have been romping around in could be squeezed inside a bedroom closet. But it's not the size of the Web that matters. As the world is increasingly coming to appreciate, physical space and cyberspace operate according to different rules.

In what they describe as a new science of Webology, computer scientists at the Xerox Palo Alto Research Center in Silicon Valley recently funneled a large portion of the Web, about 55 million pages (leaving out the pictures), onto 400 billion bytes of disk space. Held in captivity in Palo Alto, this Web in a Box is poked and prodded, studied like a great beast -- or, to use the metaphor the researchers prefer, like an ecosystem. With the help of this simulation, and by probing the real, living Web with electronic signals, they seek laws by which the members of the planetary community of Internet foragers compete and cooperate in the constant search for information. The Internet has become a living laboratory, a place to study mass human behavior with a precision and on a scale never possible before.

"No central authority has cultivated the Web as a beautiful garden," said Dr. Bernardo Huberman, an Internet ecologist at Xerox PARC. "It grows on its own like an ecosystem." Informavores hunting down an interesting site link it to their own, and that site is soon linked to others, forming a vast spider web of connections.

"The sheer reach and structural complexity of the Web makes it an ecology of knowledge, with relationships, information 'food chains,' and dynamic interactions that could soon become as rich as, if not richer than, many natural ecosystems," Huberman wrote in a paper last year with his colleagues Peter Pirolli, James Pitkow and Rajan Lukose. But it is hard to find the right metaphor for something so strange. Viewed in real time, with data seekers buzzing from site to site, the Web can seem like a swarm of virtual insects, one whose flutterings (in the form of mouse clicks) can be recorded and sifted for clues to behavioral laws. "We are not doing computer science," Huberman said, "but something more akin to social science." What strategies do people use to hunt down information? Why, for no apparent reason, do storms of activity suddenly surge through the Internet, causing the whole thing to grind to a halt? And why, just as mysteriously, do these information fronts suddenly subside? Ever since the Web began to burgeon, barely under human control, people have been straining to relate it to something familiar -- an ecosystem, the weather, an unruly crowd at a rock concert. The Web is a great ocean on which you surf from site to site. It's a cyberspace with a topology of its own: Two points distant in physical space can be adjacent in cyberspace, a single mouse click away. But an e-mail message sent in an instant to a neighbor next door might be routed through a maze of links extending thousands of miles.

Lada Adamic, a Stanford University graduate student working on Xerox PARC's Internet ecology project, recently found that cyberspace, like the world described in the John Guare play "Six Degrees of Separation," is a small place indeed. Just as any two people on Earth are said to be connected by a human chain of acquaintance with no more than a few links, so can you pick two Web sites at random and get from one to the other with about four clicks.

The research quantifies what Web users intuitively know: Because of the high density of connections, it can be surprisingly easy to find information in what amounts to a library without a card catalog, filled with unindexed books.



Yep, I'm Gay.

Click here for the **TIME** magazine Archives online!

1997

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magazine

technology

THE DREYFUSS REPORT

Slimmer and Speedier, Microsoft's New Explorer Is Much Improved

Tools you can use

Joel Dreyfuss

The browser wars, which eventually led to antitrust charges against Microsoft, didn't stop when the U.S. government took Bill Gates' company to court. Every six months or so, Microsoft and Netscape still publish new versions of their Internet software. Traditionally, these introductions are exercises in one-upmanship, with trumpeted new features then matched by the competitor in its next version.

But with the introduction of Internet Explorer 5.0, Microsoft has taken a new tack—one I hope it will extend to the company's other software products. Instead of just adding features to its browser, the company has actually subtracted a few! An escalating cycle of features has been the hallmark of the software business ever since young Bill Gates bought DOS and resold it to IBM. In fact, in my last column ([Fortune, March 29](#)), I grumbled that the latest beta version of Microsoft's Office 2000, which will be introduced later this year, is one more example of bloated software. Well, I'll be the first to admit it: Microsoft has made Internet Explorer leaner, and perhaps better, in version 5.0, which became available March 22. (You can download a copy, or an upgrade to your earlier version, at [windowsupdate.microsoft.com](#)).

Talk About It
Are you tired of the browser wars?
[Speak Here!](#)

The big subtraction is the Active Channels, which used to clutter your desktop with icons. The icons are now gone. You have to hand it to Microsoft: It has conceded—quietly, of course—that its version of push technology was as bad an idea as everyone else's. Channels put various news providers right on your desktop. By clicking on an icon, you pulled up a page full of the latest content from that site. But most of the sites called up this way delivered nothing more interesting than what you could get from going to the site in a standard way. Active Channels also happened to slow your PC to a crawl. In IE 5, Microsoft jettisoned this dead weight.

Who pushed Microsoft into believing that light was right? It was not Netscape, but another browser called Opera. Like Linux, the maverick operating system that's all the rage among techies, Opera is a shareware product developed in Scandinavia (is it something in the fjord water?). Opera made a big splash last year among Web aficionados because it was fast and small—images and pages just popped right up on your screen. Enthusiasm cooled a bit when users realized that Opera didn't support Java and lacked some fancy features users took for granted. But clearly the folks in Redmond learned something from the appeal of that nimble browser.

Of course, you won't mistake IE 5 for a Metro Geo. There are, in fact, a few additions (Microsoft wasn't built in a day). Most are pretty interesting. The most visible addition is to the toolbar, which now has a button for Internet radio. Clicking on it gets you access to many of the radio stations that broadcast over the Net. Of course, the radio button

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launches Microsoft's *Internet Explorer*, not the competition's *Real Player*, but that doesn't surprise you, does it?

Another neat new feature is the Search Wizard, which helps you pick the right search engine. It's a list of buttons for different searches. If you indicate you want to find a street or e-mail address, IE drops you into Bigfoot, one of the largest collections of addresses on the Internet. It uses Alta Vista (a new Microsoft partner) for Web searches, and you can get a map through ExpediaMaps, from Microsoft's own travel site. (Is there a pattern here?)


Instant Download:

To help improve your searches, Microsoft has acquired technology from Alexa, which catalogs "related" sites. When I looked at the Financial Times, I was offered Barrons, the Wall Street Journal, and Forbes--but not Fortune (the software obviously needs work).

Tired of retyping URLs you didn't save as bookmarks? Microsoft has added auto correction to IE 5. If you misspell an address, it'll show a list of sites you've visited that are close matches.

Rob Bennett, product manager for Internet Explorer, claims that version 5.0 is up to 75% faster than Netscape's Communicator 4.5, the competitor's most recent version. I found the beta version snappy, if not screaming fast.

While I've been wowed by very few of Microsoft's products, Outlook Express, the e-mail component that comes with Internet Explorer, is an exception. Express was good at the start and continues to get better. Besides giving you a terrific e-mail program, it does a nice job of allowing you to read newsgroups, the thousands of lively discussion sites on the Internet.

Of course, Netscape has not taken all of this lying down. Being acquired by AOL must be distracting, but the company released an updated version of Communicator 4.5 in mid-March. Communicator's features closely parallel those of IE 5. Its What's Related button, which also relies on Alexa, showed me the same sites when I visited the Financial Times. But Communicator 4.5 is not as significant an upgrade as IE 5. Word is that Netscape is switching to a modular design in the next version. It seems that slim is catching on. 

Magazine Issue: April 12, 1999
Vol. 139, No. 7

.....
Your Opinion

TALK ABOUT IT

Are you tired of the browser wars? Do software makers ever make valuable improvements? [Speak Here!](#)

.....
Don Chartier March 03 07:15 PM

I've already bought it, replacing my Pilot Pro just in time to show it off to my colleagues at an internal meeting. The envious looks over the two days were worth the investment all by themselves. The form factor is what's important to me, and I don't need 4 meg of the Palm IIIx, because I'm trying to simplify my life, not complicated with lots of add-ons.

Mike F March 08 05:16 PM

I took advantage of the price cuts surrounding the release of the Palm IIIx and V -- I bought

a Palm III for \$260! I appreciate all the folks who are jumping onto the latest 3com style statement -- you're subsidizing affordable prices for people like me, who care about function and value ..

a share last year).

How the Net is Changing Competition

Now Web businesses are blurring the boundaries between markets.

Company List

Explore America's Largest Corporations through our data and analysis.

Hot Tech Jobs

Evaluate your career, polish your presentation, or prepare for your job hunt with online tools and professional advice.

A great site on American depositary receipts (ADRs), foreign stocks that trade on American exchanges.

Money Daily

Daily Wall Street analysis by FORTUNE's Bethany McLean.

Week in Review

Section 4

Shall I Compare Thee to a Swarm of Insects?

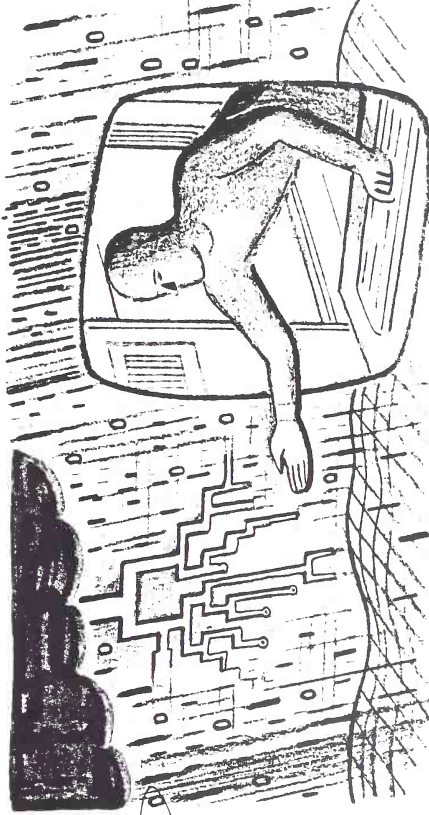
Searching for the Essence of the World Wide Web

By GEORGE JOHNSON

GAZING through a computer screen onto the vast expanse of the World Wide Web, one feels like an explorer perched at the edge of an endless wilderness. It's a bit of a letdown, then, to learn how very finite the whole place really is.

Researchers at a company called Alexa Internet, using computers to automatically plumb the depths of this ocean of information, recently estimated that, as of last summer, the Web was three terabytes in size — three trillion bytes of information, about the size of a small room. And, according to the company, all the information would fit onto Sun Microsystems's top-of-the-line StorEdge A7000 Intelligent Storage Server, an array of speedy hard-disk drives occupying less than 150 cubic feet. This cyberspace that people have been romping around in could be squeezed inside a bedroom closet.

But it's not the size of the Web that matters. As the world is increasingly coming to appreciate, physical space and cyberspace operate according to different rules. In what they describe as a new science of Webology, computer scientists at the Xerox Palo Alto Research Center in Silicon Valley



David Suter

recently funneled a large portion of the Web, about 55 million pages (leaving out the pictures), onto 400 billion bytes of disk space. Held in captivity in Palo Alto, this Web in a box is poked and prodded, studied by a great beast or, use the metaphor that the researchers prefer, a scientist.

With the help of this simulation, and by probing the real, living Web with electronic signals, they seek laws by which the members of the planetary community of Internet foragers compete and cooperate in the constant search for information. The Internet has become a living laboratory, a place to study mass human behavior with a precision and on a scale never possible before.

NO central authority has cultivated the Web as a beautiful garden," said Dr. Bernardo Huberman, an Internet ecologist at Xerox PARC. "It grows on its own like an ecosystem." Informavores hunting down an interesting site link it to their own, and the Web grows, forming a vast spider web of connections.

"The sheer reach and structural complexity of the Web makes it an ecology of

Continued on Page 18

The Essence Of the Web

Continued From Page 1

knowledge, with relationships, information 'food chains,' and dynamic interactions that could soon become as rich as, if not richer than, many natural ecosystems," Dr. Huberman wrote in a paper last year with his colleagues Peter Pioroli, James Pitkow and Rajan Lukose.

BUT it is hard to find the right metaphor for something so strange. Viewed in real time, with data seekers buzzing from site to site, the Web can seem like a swarm of virtual insects, one whose flutterings (in the form of mouse clicks) can be recorded and sifted for clues to behavioral laws.

"We are not doing computer science," Dr. Huberman said, "but something more akin to social science." What strategies do people use to hunt down information? Why, for no apparent reason, do storms of activity suddenly surge through the Internet, causing the whole thing to grind to a halt? And why, just as mysteriously, do these information fronts suddenly subside?

Ever since the Web began to burgeon, barely under human control, people have been straining to relate it to something familiar — an ecosystem, the weather, an unruly crowd at a rock concert. The Web is a great ocean on which you surf from site to site. It's a cyberspace with a topology of its own: Two points distant in physical space can be adjacent in cyberspace, a single mouse click away. But an E-mail message sent in an instant to a neighbor next door might be routed through a maze of links extending thousands of miles.

Lada Adamic, a Stanford University graduate student working on Xerox PARC's Internet ecology project, recently found that cyberspace, like the world described in the John Guare play "Six Degrees of Separation," is a small place indeed. Just as any two people on Earth are said to be connected by a human chain of acquaintance with no more than a few links, so can you pick two Web sites at random and get from one to the other with about four clicks.

The research quantifies what Web users intuitively know: Because of the high density of connections, it can be surprisingly easy to find information in what amounts to a library without a card catalog, filled with unindexed books.

The thunderstorms of congestion on the Net, another study found, can be analyzed in terms of crowd behavior. (Meteorology, sociology — the metaphors inevitably clash.) Sudden clots of congestion can sometimes be traced to obvious causes, like the recent virtual lingerie show of Victoria's Secret. More often they arise and quickly dissipate for obscure

reasons best understood using what social scientists call game theory.

You log on to the Internet and find the playing field uncrowded. With Web sites popping up as quickly as you touch their links, you click more and more, downloading video files and sound tracks with little regard for the capacity, or "bandwidth," you are consuming. Millions of other players are selfishly doing the same. Inevitably the activity reaches a threshold and connection speeds start to crawl.

Should you stay around, knowing that others will soon give up in frustration, leaving you more room? Or will you gain in the long run if you help relieve the congestion, logging off until the storm has probably blown by? You must decide, in terms of game theory, whether to defect from the common good or cooperate.

The result is a classic social dilemma, a vastly larger-scale version of what happens when you are confronted with a steady busy signal at the theater box office and must decide whether to call back later or set

Envisioning the Internet as a new ecosystem.

your phone on constant redial. Short spikes of congestion are followed by lulls — a pattern that can be predicted statistically and verified by "pinging" the Net, as the engineers say, bouncing thousands of packets of information off a particular site and timing in milliseconds how long they take to return.

FROM measuring millions of mouse clicks, another study has derived a mathematical "law of surfing" predicting how many pages one typically visits within a single Web site — about 1½, a finding that has been of keen interest to Internet entrepreneurs.

As the Web continues to grow exponentially (with everyone someday as likely to have a Web page as a street address), it will become an ever richer distillation of human behavior. Even the dead, discontinued pages will be around for scholars to scrutinize. A group called the Internet Archive in San Francisco has collected and stored on disks and tapes over a billion Web pages, exceeding 13 terabytes. (The entire Library of Congress has been estimated to contain 20 terabytes of text.) The plan is to provide snapshots, year by year, of just what the great terrestrial brain has been thinking.

X-Sender: kelly@mail.alex.com
 X-Mailer: QUALCOMM Windows Eudora Pro Version 4.0.1
 Date: Wed, 31 Mar 1999 13:58:57 -0800
 To: cynthia
 From: kelly@alex.com (Kelly Ransom)
 Subject: Fwd: FW: (Fortune) Slimmer and Speedier, Microsoft's New Explorer Is Much Improved

Here is what they sent me, Cynthia:

>> Slimmer and Speedier, Microsoft's New Explorer Is Much Improved
 >> Joel Dreyfuss
 >> Fortune Magazine Time Inc.
 >> 04/12/99
 >>
 >> The browser wars, which eventually led to antitrust charges against
 >> Microsoft, didn't stop when the U.S. government took Bill Gates' company
 >> to court. Every six months or so, Microsoft and Netscape still publish new
 >> versions of their Internet software. Traditionally, these introductions
 >> are exercises in one-upmanship, with trumpeted new features then matched
 >> by the competitor in its next version.
 >>
 >> But with the introduction of Internet Explorer 5.0, Microsoft has taken a
 >> new tack—one I hope it will extend to the company's other software
 >> products. Instead of just adding features to its browser, the company has
 >> actually subtracted a few! An escalating cycle of features has been the
 >> hallmark of the software business ever since young Bill Gates bought DOS
 >> and resold it to IBM. In fact, in my last column (FORTUNE, March 29), I
 >> grumbled that the latest beta version of Microsoft's Office 2000, which
 >> will be introduced later this year, is one more example of bloated
 >> software. Well, I'll be the first to admit it: Microsoft has made Internet
 >> Explorer leaner, and perhaps better, in version 5.0, which became
 >> available March 22. (You can download a copy, or an upgrade to your
 >> earlier version, at windowsupdate.microsoft.com).
 >>
 >> The big subtraction is the Active Channels, which used to clutter your
 >> desktop with icons. The icons are now gone. You have to hand it to
 >> Microsoft: It has conceded--quietly, of course--that its version of push
 >> technology was as bad an idea as everyone else's. Channels put various
 >> news providers right on your desktop. By clicking on an icon, you pulled
 >> up a page full of the latest content from that site. But most of the sites
 >> called up this way delivered nothing more interesting than what you could
 >> get from going to the site in a standard way. Active Channels also
 >> happened to slow your PC to a crawl. In IE 5, Microsoft jettisoned this
 >> dead weight.
 >>
 >> Who pushed Microsoft into believing that light was right? It was not
 >> Netscape, but another browser called Opera. Like Linux, the maverick
 >> operating system that's all the rage among techies, Opera is a shareware
 >> product developed in Scandinavia (is it something in the fjord water?).
 >> Opera made a big splash last year among Web aficionados because it was
 >> fast and small--images and pages just popped right up on your screen.
 >> Enthusiasm cooled a bit when users realized that Opera didn't support Java
 >> and lacked some fancy features users took for granted. But clearly the
 >> folks in Redmond learned something from the appeal of that nimbler

>> browser.
>>
>> Of course, you won't mistake IE 5 for a Metro Geo. There are, in fact, a
>> few additions (Microsoft wasn't built in a day). Most are pretty
>> interesting. The most visible addition is to the toolbar, which now has a
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>>
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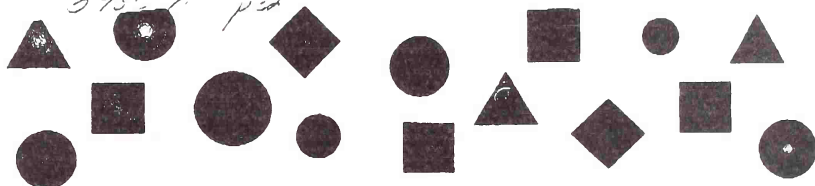
APRIL 1999



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p 32



INTERNET POWER SEARCHING:

Finding Pearls
in A Zillion Grains
of Sand

by

Amelia Kassel

During the past two years, web content has expanded enormously. Global access to hundreds of government resources and agencies worldwide, more than 1,400 Internet-based online public access catalogs (OPACs) from libraries on every continent, professional and trade associations, and experts in millions of subjects are just a few examples of categories of information not readily found online in the past. As the Internet erupted, search engines, metasearch

engines, and intelligent agents with value-added features came on the scene and gradually began to refine their offerings, turning information retrieval into a more organized process than ever before. Traditional vendors used by professional searchers also became accessible on the web. For example The Dialog Corporation, Dow Jones Interactive, LEXIS-NEXIS, OCLC FirstSearch, Ovid, Silver Platter, and STN all now provide web-based database searching. In addition, a 1997 survey

Amelia Kassel is president and owner of MarketingBASE, a successful information brokerage specializing in market research, competitive intelligence, and worldwide business information since 1984. Kassel holds a Master's Degree in library science (1971, UCLA) and combines an in-depth knowledge of information sources with an emphasis on the use of databases, and a knowledge of business and marketing strategies. Kassel has taught information brokering and electronic research for the University of California, Berkeley and San Jose State University, Division of Library and Information Science. A recognized author and national

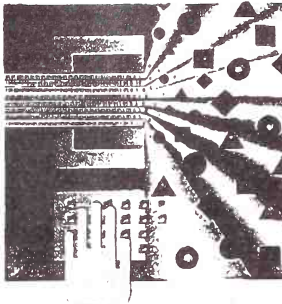


of database producers on the web found remarkable progress⁵. Of fifty-four leading databases from thirty-eight database producers, thirty-five searchable databases were either on the web or had been announced. Added to these, new entrepreneurial publishers, also called niche market research boutiques, entered the market. This incredible growth has made the Internet the major research tool of the late twentieth century—although not without some serious shortcomings. Unfortunately, much time can be spent—and wasted—when searching without knowing the tricks of the trade. Furthermore, the search engines are constantly changing, growing, and improving in their quality and capabilities for locating needed information. As a result, library and information professionals must learn new skills and incorporate them into their daily activities. There is no doubt that the technology has come a long way but still has a long way to go and improvements are on the horizon. Nevertheless, a major challenge for information professionals is knowing how to find what's needed.

Search Engine Size

An April 1998 article in *Science* measured the size of the Internet and reported 320 million pages at that time⁶. This figure has grown to more than 380 million plus hundreds of databases in recent months. Nevertheless, one of the search engines, HotBot, has estimated that only 200 million pages are searchable within their system. These numbers, along with other information about search engine coverage indicate that a large proportion of the web is not reachable at all through search engines. According to Danny Sullivan (<http://searchenginewatch.com>), there are both technical and physical reasons that search engine coverage is incomplete. Some of the reasons are:

- Information retrieval technology may not necessarily require exact matches and returns pages with related words.
- Documents that don't exist anymore are returned.
- Documents are changed after an index picks it up.
- Most search engines cannot index frames or image maps.
- Search engines do not index sites that deliver information from complex



databases, for example, such sites as Amazon.com (<http://www.amazon.com>), an online bookstore, or Mediafinder.com (<http://www.mediafinder.com>), a database of magazines, newsletters, journals, newsletters, and mail order catalogs.

- Sites that require passwords are not returned.
- Sites that use a robots.txt file to keep files and/or directories off limits prevent search engine results.

Since so many web sites can not be reached, it is important for researchers to amass knowledge about a range of resources useful for uncovering information not found by search engines, as well as to learn how to use search engines for a range of requests.

Focus on Big

The new Internet economy has brought about the development of competing search engine companies, each with its own proprietary software. Sites are collected and updated differently. After a search is conducted, one search engine provides exactly what's required within the first ten hits whereas another is useless. Frequently, there is tremendous overlap, although no two search engines are exactly alike. Since the outcome varies from search engine to search engine, researchers often find it necessary to use several search engines for the same question for either the best or more comprehensive results. The larger the index compiled by a search engine, the more likely the chance of finding obscure material. Spiders or crawlers constantly visit sites to create catalogs or indexes of web pages that are searchable. Results are sorted or ranked by relevancy based on individual proprietary algorithms.

Although dozens of search engines now exist, the focus here is on those that are big. One of the major search engines is AltaVista (<http://www.altavista.com>). It began operation in 1995 and is one of the largest. It remained unchallenged until September 1997 when HotBot (<http://www.hotbot.com>) began to compete and surpassed it in terms of number of pages indexed at that time. Other search engines of note are Excite (<http://www.excite.com>) and Northern Light (<http://www.northernlight.com>). In fact, early this year, Greg R. Norell (<http://www.norell.com/search>) suggested that Northern Light now ranks first, followed by AltaVista and HotBot. Another very well known and useful site is Yahoo! (<http://www.yahoo.com>), the oldest web directory with some 750,000 sites. It is based on user submissions and staff selections. All of the search engines mentioned here, plus Yahoo!, have expanded and improved whereas others have tapered off in size or completely disappeared. Some key features of the largest search engines follow.

AltaVista (<http://www.altavista.com>)

- One of the most powerful and popular search engines
- Good for specific searches.
- Offers an advanced query feature with more search options.
- Allows for a natural language query.
- Provides a translator between English and five languages that is useful but has been criticized as not "too good".
- Offers Boolean and proximity searching.
- Includes field searching.
- Flaws in the retrieval algorithm have been found in the past.
- AltaVista is not as user-friendly as HotBot, but once mastered is the favorite for many.

Excite (<http://www.excite.com>)

- Good for searches on broad, general topics.
- Fast access to a small number of relevant sites.
- Adds interesting extras like a simultaneous search of the web, news headlines, sports scores, and company information and groups the relevant results on a single page.
- If you find a site that is on target, you can click on search for more documents

like this one and the search engine finds more of the same, although it doesn't work well for all types of queries.

- Includes a service called NewsTracker for selecting subjects of interest and receiving daily alerts from 300 news sources
- Provides a user-friendly travel site for booking airline reservations.
- A power search capability broadens the scope of a search.
- Boolean searching is available by default on the home page.

HotBot (<http://www.hotbot.com>)

- Provides a very user-friendly interface with pull-down menus.
- Search results appear quickly.
- Recent changes integrate material generated by human editors into the service
- Users can review one-hundred results at a time, important for quick scanning when there are a large number of hits that are worth reviewing.
- Boolean searching is an option.
- Searching by continents can prove useful for some research.
- Hotbot was the most current search engine at one time, providing a new index every two weeks in the past, although more recently, it has been criticized for lack of freshness. This is supposed to be corrected.
- Field searching can narrow research.
- Stemming is now provided.

Northern Light (<http://www.northernlight.com>)

- Provides content that encompasses both the web and Northern Light's Special Collections which are articles that can be purchased from more than 5,000 publications on a pay-as-you-go basis for \$1.00 to \$4.00 each. Some of these publications are not available from other major commercial vendors.
- Advanced, power, and industry searches narrow results by document type such as press release or product type.
- Automatically refines every search by creating Custom Search Folders with similar sites by subject, source, or type.
- Enterprise accounts for corporations and organizations are available.

Yahoo (<http://www.yahoo.com>)

- A directory or catalog of web sites, valuable for searching broad general topics.
- Contains 750,000 sites
- World Yahoos, i.e., country versions
- Drill down through categories or with a click, the query originally sent to Yahoo is "piped" or forwarded to a major search engine. This is especially useful since Yahoo is selective rather than all encompassing as the other search engines mentioned here.
- Inclusion/exclusion, phrases, wildcards, title, and URL limiters.

DejaNews (<http://www.dejanews.com>) and Reference.com (<http://www.reference.com>)

Both DejaNews and Reference.com are search engines for newsgroups or mailing lists and can be used to identify experts who participate in various discussion groups, review major trends, or what's being said about a company, product, or topic.

Where to Start

Where and how to search depends on research goals and needs. Indeed, whether to use the Internet or a traditional database is often the first decision and whether to use a narrow or broad strategy is another consideration. Fundamentally, it's necessary to become familiar with several major search engines and select the right one for the job. Much Internet research is trial and error and serendipity, too. Nonetheless, self-education is necessary and preparing for Internet research involves visiting major search engine sites to review how each works. The more that is known about a particular search engine, the better prepared the searcher will be to decide which is appropriate for each request. Each search engine provides detailed instructions about basic or simple searches and how to use more advanced or power searching techniques. Before searching, it's important to plan the search by considering unique words, phrases, and synonyms that describe the topic. Once a search is conducted, a review of results can lead to reformulating the search when what you are looking for is

not found. If you find yourself spending too much time at one site, move on to the next search engine. Search results often improve when taking a search elsewhere.

Search Engine Basic Hints & Tips

- Some search engines permit Boolean searching with *and*, *or*, or *not*.
- Many search engines require the use of quotation marks around phrases.
- Some search engines allow you to truncate a word and pick up variations but others do not.
- Search engines typically do not look for articles such as *the*, *a*, *etc.*, conjunctions such as *and*, *with*, or heavily used adjectives.
- Some search engines will not search on common words. Hotbot, for example, ignores the search terms *Internet* and *web*.

Search Engine Advanced Hints & Tips

One of the best ways to refine searches is with power features such as field searching. Ran Hock explains that, "fortunately, some web search engines do provide at least a rudimentary field search capability, but because of the immature nature of the engines, the options are neither very numerous nor particularly sophisticated." AltaVista allows date, title, URL, and language searching, plus a half-dozen other fields all related to the types of features included on the page, such as image and sound files. HotBot, similarly, provides date, title, and URL searching. In addition, it lets a user search for records that contain a sound or video file, search by page depth, by what words are included in hypertext links, and for the presence of a variety of scripting languages and plug-ins. For a detailed discussion on this subject, see Hock's article "How to Do Field Searching in Web Search Engines: A Field Trip".

Metasearch Engines

Metasearch engines are web sites that send a search to several search engines all at once. Often, only a selected number of sites from each search engine are identified and then incorporated into what are

blended results from many search engines into one page. Some well-known metasearch engines are described below.

Dogpile (<http://www.dogpile.com>)

Dogpile integrates many search engines as well as other types of sources and sorts the results by search engine. Included in the search are 1) Search engines: Yahoo!, Lycos' AZZ, Excite Guide, GoTo.com, Plan-eSearch, Thunderstone, What U Seek, Magellan, Lycos, WebCrawler, InfoSeek, Excite and AltaVista, 2) Usenet: Reference.com, Dejanews, AltaVista and Dejanews' old database, 3) More than two dozen online news services or other types of sources.

- Includes a simple and advanced search and allows Boolean operators.
- Dogpile is a good way to check to see which search engine works best for a particular question.

Internet Sleuth (<http://www.isleuth.com>)

- Internet Sleuth is a 3,000-strong collection of specialized online databases which can also simultaneously search up to six other search sites for web pages, news, and other types of information. It's excellent for highly specialized searches of any subjects in its detailed directory.
- Links popular Net search engines and allows you to specify categories like business, computers, education, sports, etc.

MetaCrawler (<http://www.metacrawler.com>)

- A powerful metasearch engine that searches several popular search engines and sorts the results. It is excellent for getting a quick hit of what's out there. But if you don't see what you want in the results, its limited search options make it tough to issue really precise queries.

Profusion (<http://www.profusion.com>)

- Lets you select what search engines to search including AltaVista, InfoSeek, Lycos, Excite, WebCrawler, and others. Filters results to remove duplicates and broken links.

SavvySearch (<http://www.savvysearch.com>)

- Searches multiple Internet search en-

www.informationoutlook.com

gines, web directories such as Yahoo or Magellan, Usenet, and other sources via just one query and then returns the linked results.

Intelligent Agents

Metasearch engines can be advantageous for getting a quick overview, but because every search engine differs in how it functions and because metasearch engines provide limited results per each search engine, the outcome is incomplete. In addition, some metasearch engines are rather slow and create another problem, that of duplicates. A better solution is to consider using intelligent agents: software programs that search many search engines at once, similarly to metasearch engines, but which add other features such as automatically finding, analyzing, filtering, and presenting information rapidly. BullsEye, one of the most recent entrants to the marketplace, offers a trial version for download (<http://www.intelseek.com>). As compared to metasearch engines, one valuable feature is that the user can specify the number of total hits and how many are desired from each search engine. As a result, a much larger list of hits is created than when using metasearch engines on the web. A unique and automated feature of BullsEye is that it can track and update searches based on the time frame selected by the user—either hourly, daily, weekly—and then e-mail updates to you.

Hard-to-Find Information

Two categories of hard-to-find information are industry statistics and market data. Often, this information is developed and provided by two distinct types of organizations—government agencies or professional and trade associations. Consider what agency or association would typically generate the required information and search for that first. For example, when looking for U.S. population statistics, consult the U.S. Bureau of the Census at <http://www.census.gov> since it is the governmental agency responsible for compiling these statistics. If you need market data about restaurants, try the National Restaurant Association at <http://www.restaurant.org>. A reference book for

additional help with hard-to-find information is Finding Statistics Online by Paula Berinstein, Information Today, Inc., 1998 (<http://www.informationtoday.com>). Here are some additional web sites which are useful for finding information not readily available or indexed by search engines.

Price's List of Lists (<http://gwis2.circ.gwu.edu/~gprice/listof.htm>)

The Internet contains many lists of information in the form of rankings of different people, organizations, companies, etc. This site contains a collection that is designed to be a clearinghouse for these types of resources.

Direct Search (<http://gwis.circ.gwu.edu/~gprice/direct.htm>)

This site contains links to resources not easily searchable by search engines such as archives & library catalogs, books, news sources, and ready reference.

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Internet Publishers & Databases

Although there is an astounding amount of free information, professional researchers have also seen the commercialization of the web during the past year. As mentioned previously, many traditional commercial database vendors who were available only through dial-up telecommunications have launched web products and new publishers have entered the market with unique products. Here are examples of some of the new producers or products that have come onto the scene.

- Hoover's Inc. (<http://www.hoovers.com>) provides company snapshots.
- Research Bank Web (<http://www.investext.com>) includes three major database collections—investment research, market research, and trade association research.
- Vista Information Solutions (<http://www.vistainfo.com>) provides information on environmental, property, and business-risk information on any property, business, or address in the United States.
- XLS (<http://www.xls.com>) contains financial databases with information that can be downloaded as pre-formatted spreadsheets.
- Integra (<http://www.integrainfo.com>) provides financial ratios based on 3.5 million private companies in 900 industries in the form of industry profiles as a way to benchmark against financial information of a specific company that the user already knows about. Also offers a new product called Prospect Profiler that includes a range of important information for sales prospecting.
- VentureOne (<http://www.ventureone.com>) provides a database of venture capital companies, transactions, and funds.

Web Tools & Specialty Search Engines

A very interesting web navigation service is Alexa (<http://www.alexa.com>). It works in conjunction with a web browser and resides as a tool bar at the bottom of the browser. Alexa provides useful information about the sites you are visiting and suggests related sites with links to click on. This can immediately add relevant sites to the search process as one way to save time on a search. An

example of a specialty search engine is Liszt (<http://www.liszt.com>). Liszt provides brief descriptions of some 90,000 electronic mailing lists and discussion groups. These are especially valuable for keeping up with current trends in your own profession or those related to your areas of subject expertise and interest. A search can be initiated by key word or there are broad categories from which to choose such as Business, Computer, Education, Politics, or Science. Another specialty search engine for finding companies from all over the world is Corporate Information (<http://www.corporateinformation.com>). Its new search engine and A-Z list of countries with links to sites makes this a unique source for global company information.

Keeping Up

Keeping up with changes in search engines and the latest information necessary for professional information workers is quite a challenge. Here are some selected sources:

- Cyberskeptic Guide to Internet Research (<http://www.bibliodata.com>) is a newsletter with articles about useful sites for researchers.
- Free Pint (<http://www.freepint.co.uk>) is a British-based free e-mail newsletter that includes information on quality and reliable information on the web. It contains tips, tricks, and articles written by information professionals in the United Kingdom and is currently sent to more than 12,000 information professionals every two weeks.
- On the Net (<http://www.onlineinc.com>), a column by Greg Notess covers the information side of the Internet and is published in *Online and Database*.
- The Search Engine Update (<http://searchenginewatch.com>) is a free site with a subscription-based e-mail newsletter emailed twice monthly with access to "in progress" projects and detailed information only available to subscribers.
- Web Wise Ways (<http://www.infoday.com>) a column by Amelia Kassel, began in October 1998 and is published in *Searcher* magazine. This column provides in-depth reviews of new web-based research products and compares them to traditional commercial database products when applicable.

What's Next for Internet Power Searchers?

Just when searchers have conquered the methods and idiosyncrasies of a search engine, it changes. My very first personal favorite, Open Text, has disappeared. I then discovered that Hotbot was easy-to-use and most satisfactory for the majority of my research requests. Of late, Northern Light, the most significant entry to the playing field during the past year and half, continues to add new content and features while others have remained either fairly static or in some cases deteriorated. In recent months, there has been a hush in new search engine development. Nothing much new! Nevertheless, Reva Basch points out that, with regard to search engines, "the only constant is change." This insightful comment implies, to me, that information professionals will want to continue their experimentation with search engines, and acclimate themselves to changes or new features. For the moment, we can hone our skills using existing products while waiting to see what the next generation will bring. For now, searchers will need to continue to identify, collect, evaluate, and organize useful web sites and learn new tools that come onto the scene since so much on the web is not accessible via search engines. Many of the same skills that we learned in graduate schools of library and information science are applicable to this new searching environment that we have had to meet head on. ☞

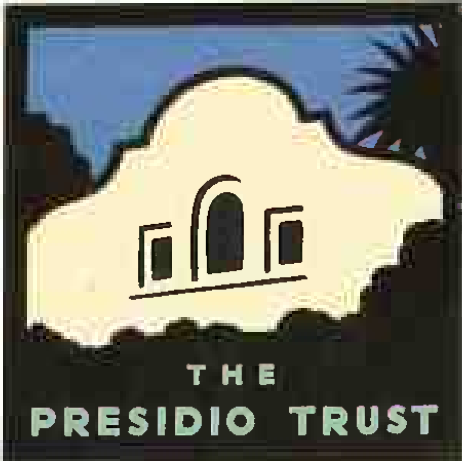
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Presidio

A Monthly Publication of the Presidio Trust

Volume 2 Issue 4 April 1999



*Preserving the Presidio
as a Sustainable
National Park*

What's Inside

Public Involvement

About the Trust

A History of Transit

Transportation Workshop

Bicycle Community Project

Events on the Presidio

News from Around the Park

News Briefs

Upcoming Dates

The second Letterman workshop
will be held on:

Tuesday, April 6, 6 to 9 p.m.
Golden Gate Club

It will be the third of three public
forums during which the four finalists
for the Letterman Complex site will
make presentations and the Trust will
solicit public input.

The Letterman Draft Environmental
Impact Statement (DEIS) will be
available on Monday, April 19. The
DEIS will be presented at two public
forums:

Tuesday, April 20, 7:30 p.m.
**GGNRA Advisory Commission
Meeting, Upper Fort Mason**

Wednesday, April 21, 6 to 7:30 p.m.
Golden Gate Club

Those wishing to comment on the
DEIS can submit comments to the
Trust in writing or speak at public
hearings on:

Tuesday, May 18, 7:30 p.m.
Tuesday, June 15, 7:30 p.m.
**GGNRA Advisory Commission
Meeting, Upper Fort Mason**

Presidio Forum

More than 150 Presidio tenants and
residents turned out in March for the
first Presidio Forum meeting,
sponsored by the Presidio Trust and
the Presidio Alliance. The group
discussed the growing community
at the Presidio.



New Presidio tenant The Guardsmen
funds inner-city recreational and
educational programs

TENANTS SELECTED

TECHNOLOGY, EDUCATION AND YOUTH, AND FOUNDATIONS REPRESENTED

The Presidio Trust has selected
14 non-profit and for-profit
organizations with which to enter
into negotiations to lease space in
the Presidio's historic Main Post.

The groups exemplify themes that
fit the park, including technology,
education and youth, and
foundations. Half of them are
not-for-profit.

The selection marks a major step
forward in bringing the historic Main
Post back to life as the heart of the
Presidio. The new tenants were
chosen from among 100 groups that
responded in December to a Request
for Qualifications issued by the Trust.

Pending lease negotiations, the
selected-groups are slated to move
into more than 108,000 square feet
of space available in eight historic
buildings – about one-fifth of the
building space available on the
Main Post. One building will
accommodate six tenants, five of
which are non-profits, with space
needs from 650 to 2,300 square feet.

The selection process is also
underway for several other
historic Main Post buildings. Three
respondents interested in leasing
former officers' houses on Funston
Avenue for bed and breakfast use
will submit detailed proposals before
the Presidio Trust selects a final
tenant this spring. Respondents for
the Officers' Club and 35 Mesa
Street are still under review.

The remaining Main Post
buildings, including the historic
Montgomery Street former barracks
buildings, will be available for lease

later this year through a separate
request for qualifications.

In 1998, the San Francisco Film
Institute was the first tenant to sign
a long-term lease with the Presidio
Trust for Main Post space. The
Institute is leasing a 67,000-square-
foot building and the 800-seat
Presidio Theater to be used as a
center for film arts fostering multi-
cultural and international exchanges
of film, including non-profit and
for-profit organizations, such as the
San Francisco Film Society. The
Institute will offer state-of-the-art
pre- and post-production facilities,
multicultural outreach and classes,
and non-profit and for-profit
organizations.

The Main Post buildings date
from 1862 to 1941, and will be
rehabilitated in accordance with
national historical preservation
standards. The architectural style of
buildings on the Main Post include
Italianate, Greek Revival, Mediter-
ranean, Mission Revival, Colonial
Revival and World War II Era. The
Presidio has been a National Historic
Landmark District since 1962.

Almost two-thirds of the
Presidio's three million square feet of
non-residential space is located in
historic buildings. Leasing these
buildings to tenants makes possible
their rehabilitation and contributes
revenue to support the Presidio
as a national park. Revenue from
Main Post leasing is expected to
comprise about 40 percent of the
Presidio's revenue for nonresidential
leasing by 2013.



A digital sculpture (above) designed by
Main Post tenant Alexa Internet displays
copies of the world wide web from the
group's Internet Archive. A favorite place
for weddings, the Post Chapel will be
leased by the Interfaith Center (below).



New Main Post Tenants

36 Lincoln Boulevard
Aspen Group, Inc. *FP*
Hadassah *NP*
National Lymphedema
Network *NP*
Stone Foundation *NP*
Susan G. Komen Breast
Cancer Foundation *NP*
The Guardsmen *NP*

37 Graham Street
Alexa Internet *NP*

38 Mesa Street
Presidio Internet Center
Partners *FP/NP*

85, 86, 87 Graham Street
AYUSA International *NP*

130 Fisher Loop
Interfaith Center *NP*

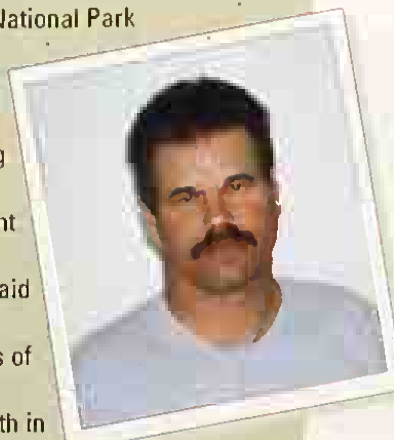
220 Halleck Street
Erler & Kalinowski, Inc. *FP*
InTouch *FP*
John Stewart Company *FP*
Concord Group *FP*

NP = Non-profit, FP = For-profit

Staff Spotlight

Don Giovannetti, Manager of Roads and Grounds at the Presidio Trust, is out in the park every day assuring that tenants and visitors have safe roads, good directions and an enriching experience at the Presidio. Among Don's goals in the year ahead is to help establish better signage and wayfinding in the Presidio.

"I worked for the National Park Service for 24 years and my mom worked at the Presidio during World War II, so I wanted to stay right here and keep it going full circle," said Giovannetti. "The sustainability goals of the Trust are very important to me both in my personal and my professional life. Being a native San Franciscan, I care about this park's future."



Board Honor

Mayor Willie L. Brown Jr., Board of Supervisors President Tom Ammiano and the Commission on the Status of Women honored the Trust Board Member Amy Meyer last week with a prestigious award. At the Women Making History Awards Ceremony held by Mayor Brown and the S.F. Board of Supervisors at City Hall, Meyer was one of 12 honorees lauded for contributing to San Francisco's quality of life and changing the face of its history.

Meyer is well known for her tireless work with People for the Presidio, People for a Golden Gate National Recreation Area, the Golden Gate National Recreation Area Advisory Commission, the San Francisco Recreation and Park Commission, and now the Presidio Trust Board of Directors.

Workshops

Monthly Planning Workshops
Located at the Golden Gate Club, 6 to 9 p.m.

April 14 - Main Post Cluster Planning Workshop

Planning, circulation, parking and landscapes for the cluster of buildings in the Main Post. Walking tour at 5 p.m.

May 12 - Open Areas and Natural Resources Workshop

Restoration of natural resources systems and vegetation management challenges.

Board Members

John Berry	Mary Murphy
Edward Blakely	William Reilly
Donald Fisher	Toby Rosenblatt
Amy Meyer	

Executive Director's Column

PUBLIC INVOLVEMENT

As The Presidio Trust approaches a critical juncture in its ongoing transformation into a self-sustaining national park, community input remains an indispensable element of the process. At the March 24 meeting of the Board of Directors, Board members and the public heard presentations by the four finalists competing to redevelop the Letterman Complex.

Representatives from Letterman Digital Arts, the Letterman Complex Development Partners, LNR Presidio Partners and the Shorestein/Interland team shared their vision of the project and participated in public workshops attended by more than 500 members of the community.

Public involvement in the Letterman development is vital because the scope and location of the project impact many community stakeholders. Meeting attendees had an opportunity to communicate with the presenters via comment cards, an "open mike" period and an unprecedented session in which participants discussed their ideas and concerns face-to-face with Board members and project presenters.

As we move forward with the key decisions that will define the future of the Presidio and the community's enjoyment of the park, receptiveness to public input will remain a guiding principal. I thank the many who have participated in the workshops and invite continued public comment via The Presidio Trust's web site (www.presidiotrust.gov). The members of the Board of Directors are listening carefully to the community's concerns, and we look forward to continued partnership in pursuing our common goal - preservation of a majestic National Park.

Yours very truly,

Jim Meadows



TRANSPORTATION WORKSHOP

MORE THAN 100 TURN OUT FOR IMPLEMENTATION PLANNING

THE SECOND PRESIDIO PLANNING WORKSHOP DREW MORE THAN 100 PARTICIPANTS WHO WEIGHED IN ON TRANSPORTATION ISSUES RANGING FROM IMPROVING ACCESS TO ENHANCING THE VISITOR EXPERIENCE.

After a presentation on the Presidio Trust's transportation goals, participants broke out into five groups to review the latest data and make suggestions. Discussion topics were:

- Decreasing Automobile Use
- Internal Shuttle
- Parking within the Presidio
- Bicycle and Pedestrian Routes
- Community and Visitor Experience: Transportation as Poetry

The workshop was part of a series of monthly planning workshops held on the second Wednesday of every month from 6 to 9 p.m. at

the Golden Gate Club. The Trust is sponsoring the workshops to involve the public in the detailed implementation planning to complement the General Management Plan Amendment for the Presidio.

The Presidio's transportation program is now underway in the Trust's planning division. Key goals are: preserving and enhancing the Presidio as a national park while achieving self-sufficiency, minimizing neighborhood impacts, decreasing reliance on the automobile, and encouraging alternative modes of transportation.

Strategies to reach the transportation goals fall into five general categories: organizing internal circulation, improving access to transit, transportation demand management, improving bike and pedestrian alternatives, and upgrading park access via Doyle Drive.

A summary of public input from the transportation workshop is available at www.presidiotrust.gov or by calling Tom Mills at 561.5307. Please join the Trust on April 14 for a planning workshop focusing on Main Post Cluster planning.



PRESIDIO TENANT ORGANIZATION SPOTLIGHT

BICYCLE COMMUNITY PROJECT

An extension of the Tides Center, the Bicycle Community Project is a local, non-profit network of bicycle repair and rental shops that offers job and training opportunities for inner-city youth while promoting the use of the bicycle as a practical, quality-of-life improving vehicle.

"The project is designed to help young people experience the Presidio's natural environment and learn skills that will help them in the future," said Charles Higgins, Director of the Bicycle Community Project. "The proximity of the Presidio to the Western Addition let us build

a bicycle corridor for kids to discover the opportunities in the new park community."

The organization's flagship site is located in the Presidio at the



Kids from Bike Traffic in the Western Addition of San Francisco take a break from urban life to ride bikes in the Presidio.

Thoreau Center for Sustainability. A team of bike mechanics teaches youth mechanical and problem-solving skills at the Presidio and at three other shops: Bike Traffic, an inner-city youth bicycle mechanics training program at 1418 Turk Street, South Beach Bike Hut, a bicycle rental and repair enterprise on Pier 40, Bike Lab located at Galileo Academy of Science and Technology.

For more information, contact the Bicycle Community Project at 561.6578.

A HISTORY OF TRANSIT

From carriage to cavalry, trolley to tramway, the Presidio has seen many modes of transportation pass through its gates. Airplanes, helicopters and boats landed at the Presidio and soldiers often made their way on foot. Lovers Lane, a pedestrian walkway, provided direct access for foot traffic to downtown, then the Mission District, and a portion of it still exists today.

The Presidio and Ferries Railroad, completed in 1882, carried passengers - including wounded soldiers on special hospital cars - to and from Fort Mason, an active port. In 1892, the tracks were converted to a cable car line, which entered the Presidio from Greenwich Street. After the 1906 earthquake, the line was electrified for streetcar use.



Photo courtesy of GGNRA Archives, Presidio Army Museum, Photo Prints Collection, GOGA 1766 0021

Municipal Railway "D" Streetcar on Greenwich St., ca. 1920s.



April

Sunday, April 18, 9:30 a.m.

March for Parks

Help support the GGNRA by participating in this five-mile march. Start at Ft. Mason, continue through Crissy Field, cross the Golden Gate Bridge, through the Marin Headlands, and return by complimentary ferry service. Advance registration is encouraged. Call 561.3030, ext. 2422.

Monday, April 19

Publication of Letterman Draft Environmental Impact Statement (DEIS).

The DEIS is available for a 60-day public review period, with a hearing to receive public input scheduled for June 15. Call 561.5300.

Saturday, April 24

Earth Day Restoration Activities and Festival

Spend the morning volunteering at a native habitat restoration site in the Presidio or elsewhere in the GGNRA, then join us between 11 a.m. and 5 p.m. at the Presidio Earth Day 1999 Festival. Located on the Main Parade Ground, the Festival will include more than 50 Bay Area environmental groups, live music, children's activities, environmental art exhibits, the SFSU Insect Discovery Lab, and David Brower, Sierra Club Co-Founder, as a keynote speaker. For more information, call 561.5390 or 561.5011 to volunteer.

May

Saturday, May 8, 10 a.m. to noon

Crissy Field Aviation Walk

Explore the Crissy Field area and learn about its role in early aviation history on this easy one-mile walk. Meet at the front of Stilwell Hall on Mason Street. Call 561.4323.

May 12, 6 to 9 p.m.

Natural Resources and Open Space Planning Workshop

Community members are invited to attend the fourth in a series of monthly planning workshops sponsored by the Presidio Trust. Located at the Golden Gate Club. Call 561.5300.

Tuesday, May 18, 7:30 p.m.

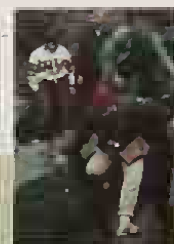
Golden Gate National Recreation Area Advisory Commission Meeting

Community members are invited to attend these monthly meetings that include a Presidio Trust update and opportunity for public comment. Location to be determined. Call 561.4633.

Sunday, May 23, 10 a.m. to 3 p.m.

Walk Around the Presidio

Walk the six-mile boundary of the Presidio and learn about its past and future. Begins at the Lombard Gate. Call 561.4323.



NEWS FROM AROUND THE PARK

BIRD NESTING SEASON UNDERWAY

March 15 through August 15 has been identified by National Park Service wildlife specialists as the bird nesting season for this year. Trust landscaping crews will not be performing any tree trimming or hazardous tree removals during this five-month period, except in case of emergency. During this time, the Presidio Trust arborist will evaluate trees deemed to be hazardous or otherwise in need of attention and prepare a Hazardous Tree Removal Program for next season.



PRESIDIO COMMUNITY CAMPFIRE

On March 19, the National Park Service hosted the Presidio Community Campfire. Community members arrived at the Rob Hill Campground with lawnchairs, marshmallows and sticks in hand, ready for a night of storytelling, music, marshmallow roasting, and, of course, fire.



APPLIANCES DONATED TO CHARITY

The Presidio Trust has donated 69 refrigerators and 28 stoves to the Salvation Army. This program will continue as older appliances are replaced in residential structures. In June, the Trust will donate refrigerators to the Glide Memorial Church for a program to create homes for battered women. Scrap metal for all unserviceable appliances will be recycled.



LEAD AND COPPER TEST RESULTS

Results from a recent study of lead and copper levels in various areas of the Presidio water system looked good, with all results below action level. Presidio tenants were asked to participate in this first round of tests and a second round will occur on April 27.

Legend

- 1 The Main Post
- 2 Crissy Field
- 3 Fort Point and the Golden Gate Bridge
- 4 Fort Scott
- 5 Coastal Bluffs
- 6 Presidio Forest
- 7 Cavalry Stables
- 8 San Francisco National Military Cemetery
- 9 Letterman Complex
- 10 Housing Areas
- 11 Presidio Golf Course
- 12 Public Health Service Center
- 13 Lobos Creek Valley



UNITED NATIONS GUEST

Mrs. Sadako Ogata, United Nations High Commissioner for Refugees, met with local organizations on March 16 in the Thoreau Center. The event was hosted by the Resource Center for the United Nations which is located in the Thoreau Center. Mrs. Ogata spoke of the United Nations' efforts on behalf of refugees and answered questions from the audience which covered many topics, ranging from specific locations of refugees to general policy of the United Nations.



34 Graham Street
P.O. Box 29052
San Francisco
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CONFERENCE COVERAGE

The Trademark Infringement Quandary



Todd Copilevitz
Attorney & Partners

You really want to find the Playboy web site (go with me on this one). For whatever reason, you start by doing a Yahoo! search instead of just typing [playboy.com](http://www.playboy.com). When the results page comes up, there's a banner ad at the top for some other magazine. They paid to have their ad appear every time someone searches for the keyword "Playboy." Is that fair?

It's no secret that search engines sell banner placements based on keywords. Indeed, it's one of the Net's strengths that advertisers can target your message to surfers looking for related content. But Playboy Enterprises has spent millions of dollars building that trademark.

For a search engine to sell it as a keyword means someone else is making money off the company's prized reputation -- not to mention the risk of damaging the Playboy brand. What if you click on the banner ad, expecting to see the magazine online. Instead, you get some low-class raunchy site. That could seriously affect your opinion about Playboy, even though it had nothing to do with your shocking experience.

Switch gears. Alexa is one of the Net's popular downloads, a browser plug-in that tells you traffic information about a site as you visit it; it also offers links to similar sites and a small banner ad.

Yahoo!

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CONTACTS

[Andy Bourland](#)
 Publisher
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 Editor-in-Chief
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Ad "Advertise on any site," their materials boast. But is it fair for them to effectively sell advertising keyed to your site, but not provide you the revenue? Equally important, do you want someone viewing your site to see links to four competitors?

Switch gears again. Late one night, or in the midst of a very boring day, it suddenly dawns on you that people typing in URLs often misspell the address. What if you registered misspelled variants of a biggie, say Microsoft.com. Are you infringing on their trademark, or just being darn ingenious?

All the above questions are ripe for raucous debate. Unfortunately, these issues are not easily resolved. The questions themselves demonstrate many of the difficulties facing the current advertising vehicles on the Internet.

Juries will sort out the lawsuits sparked in the Playboy and Microsoft cases. Meanwhile, many of the web's hottest sites are pouring revenue into Alexa's corporate coffers. But we ought to take a quick spin through some of the issues.

Let's start with Playboy and the keyword battle. It's easy to see Playboy's position. The magazine's name and bunny logo are among the world's best known brands. If someone types in Playboy on Yahoo! or any other search engine, there's no question what kind of content they want. And there's no shortage of web sites that would love to snag those eyeballs.

But keyword-driven banner ads are a major staple of the Net. Indeed, some search engines even sell placement position on their results page based on keyword purchase. Besides, wasn't the word "playboy" part of our language long before Hugh Hefner fired up his cameras?

Think about the implication if Playboy wins this round. Extend the logic, and search engines really can't return any links except those that are dead on the money. Just trying to filter keyword searches with a database of trademarks would easily choke off response rates.

It hurts just trying to think of a solution. It might seem that Alexa makes a better target for justified outrage.



Just a couple years ago, the newspaper industry erupted in threats of lawsuits when a site framed its content. In other words, a site on the Net offered links to all the major papers. But when you clicked on those links, the site kept its banner ads on the top and sides of the newspaper's content - they framed the content with their revenue sources. The newspapers blustered, and the site is history.

Really, what Alexa is doing is a natural extension of accepted practices. They have innovative technology, and instead of charging consumers, they fund the software with banner ad sales. Besides, don't you have the right to put whatever software you want on your computer's screen?

On the other hand, if you've just maxed out all your credit cards building that awesome online music store, how do you feel about Alexa selling CDnow a banner placement every time surfers come in your door? What's going to happen when all those free computers they're talking about sell pop-up ads based on the sites you're visiting?

Damn, no easy answers here either.

All right, it's got to be easier to hate Microsoft for picking on some little guy who had a clever idea. After all, they don't own the letters that make up their name. If I get a little sloppy typing and end up somewhere else, odds are I'll realize the error of my ways and re-type the URL. In the meantime, if some guy makes a few bucks showing me a banner ad or two, more power to him.

But isn't it obvious the guy did this expecting to make money off people's efforts to get to Microsoft.com? And if I'm expecting to go to Microsoft's site and instead get hit with a hard core porn site, might I think ill of Microsoft, at least until I understand the mix-up? Seems to me that Microsoft doesn't need any more assistance generating ill will.

Good thing a jury will sort out all of this for us.

-

Todd Copilevitz is Director - Interactive Strategy for Brierley & Partners, an international full-service direct marketing and interactive agency. The agency specializes in the design and implementation of

Relationship Management programs for clients such as Blockbuster Inc., The Hertz Corporation, and United Airlines.

Todd has covered interactive issues for more than 10 years, first as a columnist for The Dallas Morning News and now for Brierley's clients. He is often found trawling the Internet looking for new technologies and strategies that strengthen clients' relationships with their customers.

FEEDBACK

ClickZ is a two-way street...so, let's talk. Tell me what you think about today's writers and their articles.

Why? Because I really want to know...and so do our other readers.

Talk to Ann [here](#).

CONFERENCE COVERAGE

@d:tech San Francisco: Day 2



Ann Handley

More so now than ever, @d:tech is the kind of event that's becoming a must-attend for anyone in the Internet space. All the biggest players are exhibiting, several companies are launching products here, every night means two or three industry parties. Even if you don't actually come to learn anything at @d:tech, it's an event you just can't miss.

Full Story

Media Buying sponsored by **flycast network**

What Is An Online Media Planner?

**Tom Hespos**

What's the role of today's media planner? If Tom had to sum it up in one sentence it would be: Find the most efficient ways to reach or exceed the client's business goals and implement them. You have to wear many hats other than your planning cap.

Full Story

THE 24/7 ONLINE AD NETWORK	
24 7 MEDIA	Entertainment
	Games
	Community
	Women's Interest
	News & Weather
	Teen/College
	Business/Financial
	Sports
	Travel/Dining
	Technology

NEWS AND ANALYSIS

Affiliated Content by

**Dana Blankenhorn**

Ever since the web was spun, the dream of publishers has been to extract money directly from readers' wallets, preferably with every click they make. Will Qpass work where others failed before?

Full Story

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180-300

MAGAZINE

INTERNET WORLD

New York, NY

Circ - 98,947

Weekly

APRIL 12, 1999



Bacon's

What's Coming

MICROSOFT is expected to announce an update to its Windows Media streaming media platform, including a new platform for digital audio.

CABLE & WIRELESS USA, Vienna, Va., this week will announce that it will invest \$670 million over the next two years to build an Internet backbone linking more than 60 U.S. metropolitan areas.

AT&T will announce a new bundle of Internet business services and will show off AT&T Labs' technologies.

IBM will announce new Internet business services and software.

HEWLETT-PACKARD CO. will demonstrate the latest release of its Web Quality of Service technologies.

GEO INTERACTIVE will introduce Emblaze OnDemand, a Java-based streaming media platform that works without specialized client software.

ALEXA INTERNET, a Web navigation service, will announce a partnership with a search engine.

ADITI CORP. will demonstrate Talisma, an e-mail and Web forms manager to help companies deliver personalized responses to e-commerce inquiries.

NETLINKER CORP. will introduce a turnkey device to link a local area network to the Internet.

ATRIEVA CORP. and **FREEDRIVE** will show their competing Web-based backup and storage systems.

ECAL and **JINKTEK** will demonstrate their competing Web calendar services.

ACCRUE SOFTWARE INC. will unveil Internet analysis software that integrates digital signature technology from ABC Interactive, the interactive auditing unit of the Audit Bureau of Circulations.

Evening Circulation - 116,520

APRIL 14, 1999



Bacon's

MOVERS & SHAKERS

H&Q beefs up education services

EXAMINER STAFF REPORT

Hambrecht & Quist of San Francisco has named two key staff members for its education services group, an expanded area of focus for the firm. **Gerald R. Odening** will manage education industry research, and **B. Michael Marino** will join the investment banking group.

Odening was ranked as the No. 2 education service analyst by Institutional Investor magazine in 1998, the first year the publication followed the category. Prior to H&Q, he managed education service industry research for Salomon Smith Barney. He has spent more than 18 years in the securities industry.

Marino comes to H&Q directly from Salomon Smith Barney, where he covered the education services industry in the investment banking division. He has spent more than 10 years in investment banking.

Other Bay Area appointments

► **Megan G. Colwell** has been appointed directors and officers team leader of San Francisco's Woodruff-Sawyer & Co., one of the largest independent insurance brokers in the West. She comes to Woodruff-Sawyer after 19 years at the Chubb Group of Insurance Companies, where she was a senior vice president.

► **Alexa Internet** of San Francisco has named **Mark A. Dirs** chief financial officer and **Niall O'Driscoll** vice president of engineering.

Dirsa started the high-tech financing group at Dai-Ichi Kangyo Bank, San Francisco, where he was vice president and senior relationship manager of corporate finance.

O'Driscoll co-founded, managed software development for and eventually sold Rubicon Technology, a spinoff of Adept Technology.

► **Rita Hernandez-Paz** has been installed as president of the Bay



Hernandez-Paz

Area chapter of the Institute of Real Estate Management.

The vice president of property management for JMA Properties Inc., she manages about 500,000 square feet of office

space in San Francisco and Oakland.

► **Keith Vaughan** has been named vice president of sales for the Americas at San Rafael-based Autodesk Inc., a supplier of PC design software and digital content creation.

Vaughan has 20 years of experience with high-tech companies. He will work in the Cupertino office.

► **Hugh M. Tama** has been appointed executive vice president of the San Francisco/Walnut Creek office of Stonefield Josephson Inc., an accounting and consulting firm with offices throughout California and in Mexico City. He has more than 30 years of business consulting experience and serves on the board of the Joe Morgan Youth Foundation of Oakland.

Movers & Shakers appears Wednesdays and Fridays as space permits. Send information, including age of subjects, to *Movers & Shakers*, P.O. Box 7260, San Francisco, CA 94120.

X-Mailer: Microsoft Outlook Express for Macintosh - 4.01 (297)
 Date: Mon, 05 Apr 1999 11:49:48 +0000
 Subject: IE5 hit
 From: "Jill Pagliaro" <jill@antennapr.com>
 To: Christine Gasparac <christine@antennapr.com>
 , Cynthia Lohr <cynthia@alex.com>

Computers Today hit on IE5!

HANDS ON
 MICROSOFT INTERNET EXPLORER 5.0: A SMART FACELIFT
 KAVITA KAUR

04/15/99
 Computers Today
 Page 42
 Copyright 1999 Living Media India Ltd

The much awaited Microsoft IE5 is finally here. Sans any irritating clutter and bloated looks of IE4. With 'Intelligent' and 'Auto' features, it aims at making the routine Web chores simpler and faster. But how did the new browser keep in line with the Microsoft's changing strategic and technological developments? Our sneak peek into the release version of the browser brought out many interesting content features.

Grey cells. Powered with IntelliSense-the technology that enables the browser to make intelligent decisions, IE5 appeared wise. It can detect whether the computer is online or offline. Accordingly, it can expand content-synchronisation for offline browsing. IE5 is bundled with a range of automation features. The browser remembers and autocompletes URLs, user names, passwords and other classified information, freeing the user from typing boring time-consuming details on Web forms. Microsoft removes all security concerns saying that users have the option of disabling this function. IntelliSense also automates other tasks such as correcting bad syntax and configuring proxy settings.

Add Accessories. Thanks to Microsoft's tie-ups with Alexa Internet , Bloomberg Financial Markets, The New York Times, among other online service providers, users can keep track of their E-mail, news, stock quotes, and other customised information. No more surfing and searching, all the information you want is 'pushed' to you! Third-party Web sites, portals and content providers can build extensions and custom versions to the browser interface. For example, Altavista-branded IE5 has the portal's signature baby-blue colour.

Search Assistant. Offering a range of search options, IE5 perhaps comes closer to being a portal than a simple browser. The inbuilt search assistant enables faster and more precise search results. When you click the search button, a dialog box pops up with different choices such as "Find a person's address" or "Find a Map" and so on. For Web page searches, users can choose from any eight search services including Yahoo!, AltaVista, Lycos, and of course MSN. If one engine doesn't get the satisfactory results, simply click on 'Next' and the cycle will move on to another search engine. To facilitate E-mail addresses and mailing searches, Microsoft has joined hands with InfoSpace and Bigfoot, and WorldPages respectively. Similarly, it has an arrangement with InfoSpace, WorldPages, MapQuest Encarta and Dejanews, among others, to optimise your search results. The advanced search option lets you search on different criteria such as language, origin of document, domain name, among others.

Error, Error. Say goodbye to the confusing (and irritating) http and java script errors. IE5 intercepts server errors and provides the users with useful suggestions, instead of the usual "HTTP 404" and "Error on line 25 of Java Script" messages. It not only tells you how to get to the particular page you are looking for, but also includes a link higher in the URL hierarchy. Which means that if you want to access www.computers-today.com/link1.htm and link1.htm does not exist, the browser will automatically provide a link to link.htm.

Customising Kit. An effective browsing solution for administrators, the kit comes with a customisation and flexible wizard that enables administrators to better manage and organise Web usage organisationwide. They can customise the browser extensively-add new toolbar new buttons for launching specific programs or scripts, hide unnecessary buttons or screens, etc.

Making Music. The Radio toolbar is perhaps the most interesting feature of the new browser. Placed beneath the address bar, the radio bar features a play/stop button, a mute button and a volume dial. Users can add a radio station to their "favorites" list, change stations, adjust volumes and listen to their favourite songs while surfing. You can even specify music tastes: jazz, country, contemporary, etc.

Roads to Hotmail. The browser comes loaded with a number of links to MSN Hotmail. There is the usual "free hotmail" item under the toolbar menu. In addition, users can specify Hotmail as one of their E-mail servers in Outlook Express. Even the Outlook Express has a link to Hotmail!

Building Relations. IE5 enables the user to see all the related links. Click on "Show related links" under the "tools" menu and the "intelligent" browser will display a list of matching sites. But how useful or effective is the intuitive technology is debatable. For example, when you visit the site of the Tata Group at www.tata.com, the related links that pop up are as diverse as The Times of India, Reliance Industries and Reserve Bank of India. One wonders the relationship between them?

GO for it. Here's something for novice surfers. Quite similar to AOL's interface, IE5 has a "GO" button placed next to the address bar. Instead of hitting the return key after typing an URL, one can click on the "GO" button which does the same function.

Saving Smart. Earlier you could save a Web page either as a text file or HTML format-with blank placeholders for eye-catching graphics! IE5 lets you store a Web page in an additional format, as a Complete page. Be it text, graphics or Java applets, whatever is on the Web page is stored in the same format-automatically under one folder. However, it would have been better if the saving options were placed in this order: text files, HTML format and complete Web page format. Logically speaking, most of us save our files in the text format. If we save all files in the complete format we would soon run out of hard disk space! Users can even save a Web page as an Archive whereby all the page's files are converted into a single file.

Scrolling up. The "fixed table layout" option renders HTML tables instantaneously. Earlier, one had to wait as the tables wouldn't display unless the browser completely calculated their layout and content. With IE5, users can see the top rows of the table or scroll up and down while the rest of the page is being generated.

It's History. IE5 offers multiple options for viewing the recently visited sites. When you hit on the history button, you can select from: by date, by site, by most visited or by order visited today (being the current day). Not only this, the browser sorts the URLs according to the domain name in each category.

Where's the e? The familiar 'e' logo circumnavigating around the globe is missing from IE5. Instead there is the all pervasive windows logo with the world moving around it!

Drag and Drop. IE5 comes bundled with new drop and drag capabilities. Now you can go to any shopping site and drag an item right into your shopping basket. You can even drag files from FTP sites for quicker download.

No Uninstall. Hard to believe but true. This software comes with no uninstall feature. One has to do it all manually. Maybe thats the whole idea behind it-to make it so difficult for people to delete IE5 from their systems that they keep it installed forever! Another interesting feature is that IE5 automatically disables other browsers (read Netscape!)

All's well that starts well. Downloading IE5 can be quite a tedious and time consuming task. Especially for users with dial-up connection, what with slow lines and break downs.

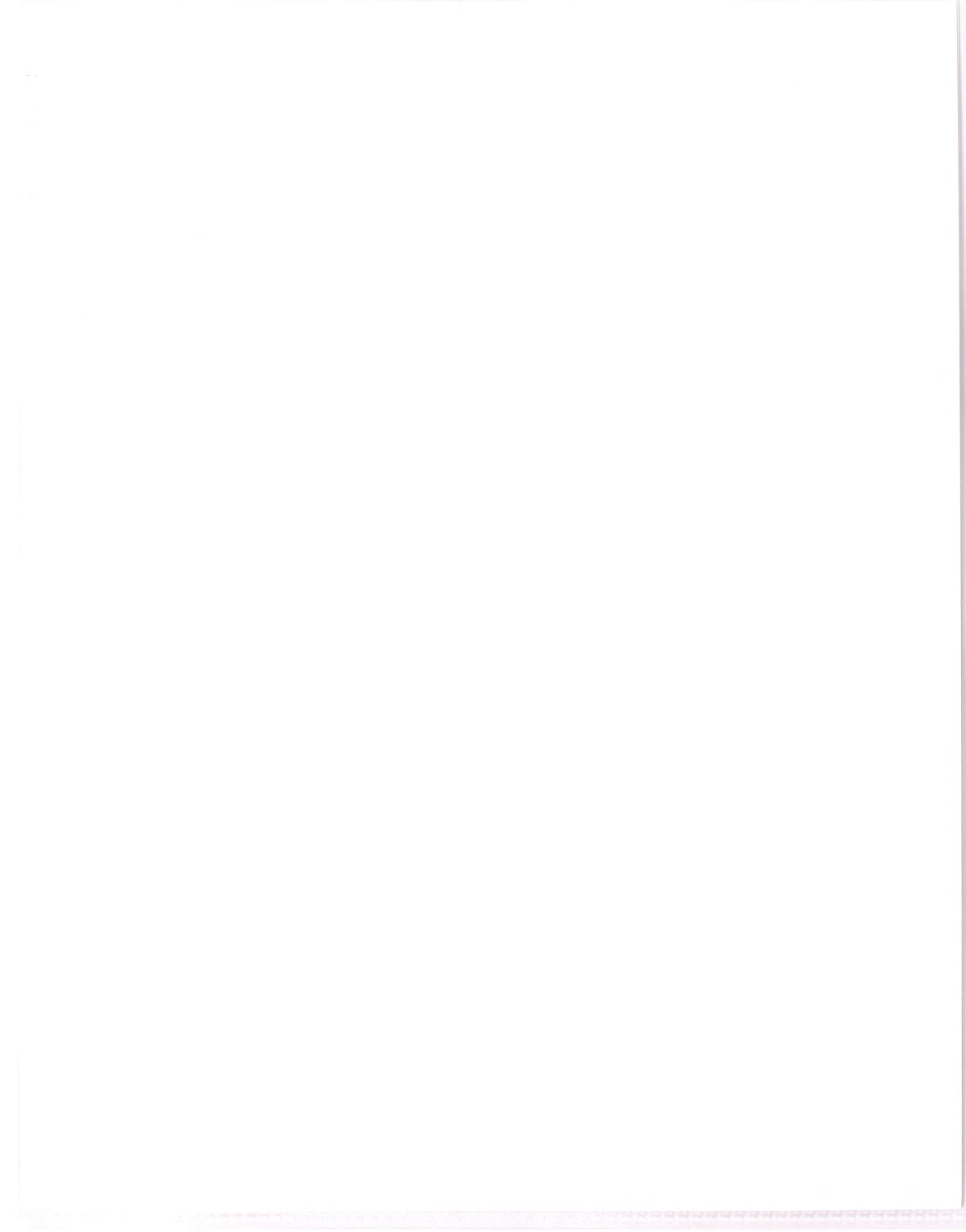
Overall an incremental upgrade over IE 4.0. One that refines and simplifies most of your routine surfing tasks.

Jill A. Pagliaro, Account Coordinator
Antenna Group, Inc.
301 Howard Street, Suite 1440
San Francisco, CA
415.977.1938, 415.896.1094 fax

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APRIL 18, 1999



Bacon's

6985-F

Cyberspace 'ecosystem' a fertile field for study

By George Johnson

NEW YORK TIMES NEWS SERVICE

Gazing through a computer screen onto the vast expanse of the World Wide Web, one feels like an explorer perched at the edge of an endless wilderness. It's a bit of a letdown, then, to learn how very finite the whole place really is.

Researchers at a company called Alexa Internet, using computers to automatically plumb the depths of this ocean of information, recently estimated that, as of last summer, the Web was three terabytes in size — three trillion bytes of information, about 5,000 CD-ROMs. Just about the whole thing would fit onto Sun Microsystems's top-of-the-line StorEdge A7000 Intelligent Storage Server, an array of speedy hard-disk drives occupying less than 150 cubic feet. This cyberspace that people have been romping around in could be squeezed inside a bedroom closet.

But it's not the size of the Web that matters. As the world is increasingly coming to appreciate, physical space and cyberspace operate according to different rules.

In what they describe as a new science of Webology, computer scientists at the Xerox Palo Alto Research Center in Silicon Valley recently funneled a large portion of the Web, about 55 million pages (leaving out the pictures), onto 400 billion bytes of disk space. Held in captivity in Palo Alto, this Web in a Box is poked and prodded, studied like

a great beast — or, to use the metaphor the researchers prefer, like an ecosystem.

With the help of this simulation, and by probing the real, living Web with electronic signals, they seek laws by which the members of the planetary community of Internet foragers compete and cooperate in the constant search for information. The Internet has become a living laboratory, a place to study mass human behavior with a precision and on a scale never possible before.

"No central authority has cultivated the Web as a beautiful garden," said Dr. Bernardo Huberman, an Internet ecologist at Xerox PARC. "It grows on its own like an ecosystem." Informavores hunting down an interesting site link it to their own, and that site is soon linked to others, forming a vast spider web of connections.

"The sheer reach and structural complexity of the Web makes it an ecology of knowledge, with relationships, information 'food chains,' and dynamic interactions that could soon become as rich as, if not richer than, many natural ecosystems," Huberman wrote in a paper last year with his colleagues Peter Pirolli, James Pitkow and Rajan Lukose.

"We are not doing computer science," Huberman said, "but something more akin to social science." What strategies do people use to hunt down information? Why, for no apparent reason, do storms of activity suddenly surge through the

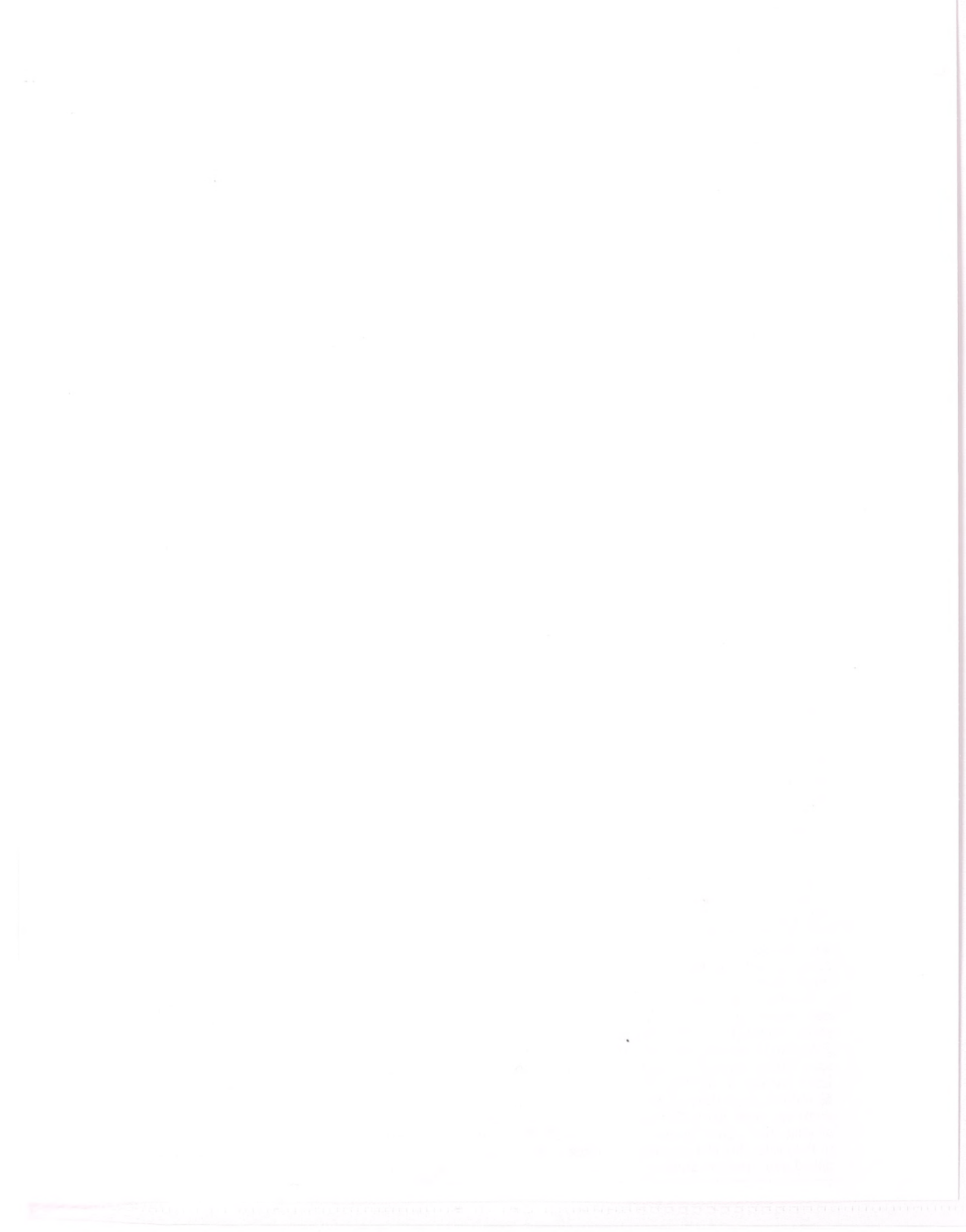
Internet, causing the whole thing to grind to a halt? And why, just as mysteriously, do these information fronts suddenly subside?

Lada Adamic, a Stanford University graduate student working on Xerox PARC's Internet ecology project, recently found that cyberspace, like the world described in the John Guare play "Six Degrees of Separation," is a small place indeed. Just as any two people on Earth are said to be connected by a human chain of acquaintance with no more than a few links, so can you pick two Web sites at random and get from one to the other with about four clicks.

The research quantifies what Web users intuitively know: Because of the high density of connections, it can be surprisingly easy to find information in what amounts to a library without a card catalog, filled with unindexed books.

As the Web grows exponentially (with everyone someday as likely to have a Web page as a street address), it will become an ever richer distillation of human behavior. Even the dead, discontinued pages will be around for scholars to scrutinize.

A group called the Internet Archive in San Francisco has collected and stored on disks and tapes more than a billion Web pages, exceeding 13 terabytes. (The entire Library of Congress has been estimated to contain 20 terabytes of text.) The plan is to provide snapshots, year by year, of just what the great terrestrial brain has been thinking.



Sunday Circulation - 425,202

APRIL 18, 1999



Bacon's

Cyberspace researchers are unraveling Web's mysteries

TECHNOLOGY: It turns out the Internet world is, in some ways, a microcosm of the real world.

By **GEORGE JOHNSON**
The New York Times

Gazing via computer screen onto the vast expanse of the World Wide Web, one feels like an explorer perched at the edge of an endless wilderness. It's a bit of a letdown, then, to learn how very finite the whole place really is.

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Lada Adamic, a Stanford University graduate student working on Xerox PARC's Internet ecology project, recently found that cyberspace, like the world described in the John Guare play "Six Degrees of Separation," is a small place indeed. Just as any two people on Earth are said to be connected by a human chain of acquaintance with no more than a few links, so can you pick two Web sites at random and get from one to the other with about four clicks.

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Web users intuitively know: Because of the high density of connections, it can be surprisingly easy to find information in what amounts to a library without a card catalog, filled with undexed books.

The thunderstorms of congestion on the Net, another study found, can be analyzed in terms of crowd behavior. (Meteorology, sociology — the metaphors inevitably clash.) Sudden clots can sometimes be traced to obvious causes, such as Victoria Secret's recent virtual lingerie show. More often they arise and quickly dissipate for obscure reasons best understood using what social scientists call game theory.

You log on to the Internet and find the playing field uncrowded. With Web sites popping up as quickly as you touch their links, you click more and more, downloading video files and soundtracks with little regard for the capacity, or "bandwidth," you are consuming. Millions of other players are selfishly doing the same. Inevitably, the activity reaches a threshold, and connection speeds start to crawl.

Should you stay around, knowing that others will soon give up in frustration, leaving you more room? Or will you gain in the long run if you help relieve the congestion, logging off until the storm has blown by? You must decide, in terms of game theory, whether to defect from the common good or cooperate.

The result is a classic social dilemma, a vastly larger-scale version of what happens when you are confronted with a steady busy signal at the theater box office and must decide whether to call back later or set your phone on constant redial. Short spikes of congestion are followed by lulls, a pattern that can be

predicted statistically and verified by "pinging" the Net, as the engineers say — in other words bouncing thousands of packets of information off a particular site and timing in milliseconds how long they take to return.

As the Web continues to grow exponentially (with everyone someday as likely to have a Web page as a street address), it will become an ever richer distillation of human behavior. Even the dead, discontinued pages will be around for scholars to scrutinize.

A group called the Internet Archive in San Francisco has collected and stored on disks and tapes more than a billion Web pages, exceeding 13 terabytes (The entire Library of Congress has been estimated to contain 2 terabytes of text.) The plan is to provide snapshots, year by year of just what the great terrestrial brain has been thinking.



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Viewpoint

ESSENCE OF THE WEB

George Johnson\ George Johnson is a reporter for The New York Times.

04/18/1999

The Commercial Appeal Memphis, TN

Final

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GAZING through a computer screen onto the vast expanse of the World Wide Web, one feels like an explorer perched at the edge of an endless wilderness. It's a bit of a letdown, then, to learn how very finite the whole place really is.

Researchers at a company called **Alexa Internet**, using computers to plumb automatically the depths of this ocean of information, recently estimated that, as of last summer, the Web was three terabytes in size - 3 trillion bytes of information, about 5,000 CD-ROMs.

Just about the whole thing would fit onto Sun Microsystem's top- of-the-line StorEdge A7000 Intelligent Storage Server, an array of speedy hard-disk drives occupying less than 150 cubic feet. This cyberspace people have been romping around in could be squeezed inside a bedroom closet.

But it's not the size of the Web that matters. As the world is increasingly coming to appreciate, physical space and cyberspace operate according to different rules.

In what they describe as a new science of Webology, computer scientists at the Xerox Palo Alto Research Center in Silicon Valley recently funneled a large portion of the Web, about 55 million pages (leaving out the pictures), onto 400 billion bytes of disk space. Held in captivity in Palo Alto, this Web in a Box is poked and prodded, studied like a great beast - or, to use the metaphor the researchers prefer, like an ecosystem.

With the help of this simulation, and by probing the real, living Web with electronic signals, they seek laws by which the members of the planetary community of Internet foragers compete and cooperate in the constant search for information. The Internet has become a living laboratory, a place to study mass human behavior with a precision and on a scale never possible before.

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"The sheer reach and structural complexity of the Web make it an ecology of knowledge, with relationships, information 'food chains,' and dynamic interactions that could soon become as rich as, if not richer than, many natural ecosystems," Huberman wrote in a paper last year with colleagues Peter Piroli, James Pitkow and Rajan Lukose.

But it is hard to find the right metaphor for something so strange. Viewed in real time, with data seekers buzzing from site to site, the Web can seem like a swarm of virtual insects, one whose flutterings (in the form of mouse clicks) can be recorded and sifted for clues to behavioral laws.

"We are not doing computer science," Huberman said, "but something more akin to social science." What strategies do people use to hunt down information? Why, for no apparent reason, do storms of activity suddenly surge through the Internet, causing it to grind to a halt? And why, just as mysteriously, do these information fronts suddenly subside?

Ever since the Web began to burgeon, barely under human control, people have been straining to relate it to something familiar - an ecosystem, the weather, an unruly crowd at a rock concert.

The Web is a great ocean on which you surf from site to site. It's a cyberspace with a topology of its own: Two points

distant in physical space can be adjacent in cyberspace, a single mouse click away. But an E-mail message sent in an instant to a neighbor next door might be routed through a maze of links extending thousands of miles.

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From measuring millions of mouse clicks, another study has derived a mathematical "law of surfing" predicting how many pages one typically visits within a single Web site - about 1 1/2, a finding that has been of keen interest to Internet entrepreneurs.

As the Web continues to grow exponentially (with everyone someday as likely to have a Web page as a street address), it will become an ever richer distillation of human behavior. Even discontinued pages will be around for scholars to study. Internet Archive, a group in San Francisco, has collected and stored more than a billion Web pages, exceeding 13 terabytes. (The entire Library of Congress has been estimated to contain 20 terabytes of text.) The plan is to provide snapshots, year by year, of just what the great terrestrial brain has been thinking.

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By Geoffrey E. Bock

April 21, 1999

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But, with the exception of this announcement from Microsoft, the most interesting developments at the show concerned the advent of new Web-based services for a whole raft of useful activities—initiatives now made possible by the wide-scale acceptance of the underlying networking and client/server protocols of the Internet. These new services focus on three useful areas:—commerce, communications, and navigation.

Industrial—strength virus protection is now available over the Web on a subscription basis from mcafee.com. Authenticated electronic document delivery is fast becoming a commercial reality, thanks to innovative offerings from both United Parcel Service and the ~~United States~~ United States Postal Service. Cyber-surfers can begin to traverse a dynamic mesh of related links, relying on a network-centric navigation service from Alexa Internet. Moreover, individual passports for personalization and privacy are coming back, now as a Microsoft initiative, and high-speed, wireless networking of digital home devices may just be around the corner.

As seen from the Los Angeles Convention Center this year, the pace of innovation on the Web shows no sign of abating anytime soon.

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Microsoft hosted a blues concert at the House of Blues in Hollywood on April 13~~th~~, the night before Spring Internet World 99 opened at the Los Angeles Convention Center. Chicago blues artist Buddy Guy and his five-piece band held center stage until well past midnight. Senior vice president Jim Allchin starred in the warm-up set, jamming on his electric guitar. Bill Gates came too, via video.

WHY A BLUES EVENT? And why the event? Microsoft wants everybody to know that it is “hard core” about streaming digital media—the underlying technologies for packaging, downloading, and playing any kind of audio or video experience over the Internet. Once again, it expects to “embrace and extend” the core capabilities of the Web—much to the consternation of Real Audio, the current commercial leader in the streaming media marketplace.

With the introduction of Windows Media Technologies 4.0, Microsoft believes, ~~that~~ it has the superior solution for media moguls around the world to produce and distribute digital goods in cyberspace, and it is beginning with CD-quality music. The Microsoft technologies include the Windows Media Player 4.0 (available ~~for~~ free from Microsoft.Com and embedded in Internet Explorer 5.0), a media production environment, state-of-the-art compression algorithms for high-speed digital downloads, unique file formats, and digital rights management capabilities. Microsoft has also formed

a partnership with Reciprocal (formerly Sofitbank Net Solutions), currently the premier digital rights clearinghouse on the Web, to track the download traffic, collect money from consumers, and pay copyright holders.

THE LONG VIEW. As we reported last week, (see “Will Rights Management Halt Music Piracy?” by Jesse Breuer and Patricia Seybold, <http://www.psgroup.com/doc/products/1999/4/PSGP4-15-99EB/PSGP4-15-99EB.asp>), Microsoft’s efforts may be too little, too late. The music industry is in the midst of a radical transformation. With the spreading popularity of MP3 and free digital downloads, fans no longer need to pay for the music of their favorite artists, and unsigned bands can find a ready audience with little effort. At least for now, the horses are out of the barn, and corraling them is going to be difficult.

But Microsoft is taking the long view. The company is betting that, over time, its own solutions will prevail. All it has to do is sign a number of major record labels and create the market momentum of avid fans willing to back its Windows Media initiative. The company does have the focused intensity, deep pockets, and track record for making the dominoes fall in the right direction. Microsoft understands the importance of owning the key standards, and it just may (once again) wind up the winner.

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In effect, [mcafee.com](http://www.mcafee.com) is like a full-service garage on the network. Users drive into the repair bays and consult with knowledgeable mechanics, all by connecting to the site over the Web.

TOWARDS A TIDY PROFIT. Run as an independent subsidiary that is operationally separate from the parent firm (and the traditional software business), [mcafee.com](http://www.mcafee.com) creates a compelling business proposition. While currently offering a free service during the launch and roll-out period, the new enterprise expects to make a tidy profit by enrolling millions of subscribers for roughly \$20 per person per year—supplemented by revenue-sharing deals for goods sold through its mall; and by sponsorships and advertising of selected page views.

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In addition, UPS offers all of its package-tracking and shipping capabilities as a tool-kit suite so that third-party enterprises (such as e-commerce Web sites) can directly integrate the access to the UPS services from their own applications. Prospective shippers on any Web site are only a click away from—calculating costs and sending packages by UPS—transparently accessing the UPS Web site in the background.

AUTHENTICATED DELIVERY. Nor is UPS ~~only~~ concerned ~~only~~ about physical goods. The company recently introduced the UPS Document Exchange, ~~as~~—a set of electronic delivery and management services for securely shipping and tracking any kind of digital file over the Internet. Customers concerned about the integrity and security of their business documents (such as legal contracts and commercial reports) can encrypt and e-mail individual files through the UPS site—formatting them first into a non-revisable Adobe Acrobat format if desired. Receivers then receive messages and attachments as ordinary e-mail, ~~while~~ and UPS maintains a record of the entire transaction.

Not to be outclassed, the ~~United States-United States~~ Postal Service (USPS) also unveiled a competing service—Post Electronic Courier Server—~~that~~ which works in much the same way. Developed in conjunction with the Canadian Post Office and France Poste, and now available on a test-market basis through <http://www.postofficeonline.com>,

the USPS is in the process of obtaining the necessary regulatory approvals to widely offer the service. It promises the traditional reliability of the post office, at a lower price than competing private initiatives.

Most businesses now use e-mail for ad hoc messaging but rely on hard-copy methods for sending formal, legally binding documents. Both UPS and the USPS have set out to deliver a completely electronic business solution. Like the way the telegraph transformed the Pony Express, secure and authenticated electronic document delivery services will make obsolete a substantial chunk of the intra-city courier and overnight letter—delivery business; within a few short years.

NAVIGATING THE PUBLIC WEB

TRACKING THE DYNAMIC MESH. Another kind of service is based on tracking the dynamic mesh of public Web links so that cyber-surfers can learn from the experiences of others. Alexa Internet (<http://www.alexa.com>) has made great strides over the past two years towards its goal of archiving the entire Web, recording how people are actually clicking from site to site, and creating profiles of related links. Alexa derives its related links by analyzing the patterns of Web use and the link structure of the entire Web. It has compiled a massive (and growing) database of all publicly available Web content—more than 13 terabytes and 1 billion URLs. It also has a program in place to donate this content to the Library of Congress at periodic intervals.

Alexa serves as an innovative (and free) advisory service for navigating the Web;—~~it is~~ supported largely by advertising. Over the past nine months, Alexa has formed strategic partnerships with both Netscape and Microsoft to incorporate the basic components of its client-side tool-bar into Communicator 4.5 and IE 5.0. As a result, Web users now have access to the experiences of others about the kinds of sites they are likely to visit. For instances, Alexa shows that people who have come to our own site—(<http://www.psgroup.com>) are also very likely to connect to those of competing analyst firms, such as Forrester, Gartner, and Meta, in the same session.

Alexa also tracks site statistics,—logging the freshness, speed, and contact information.

THE EFFECTS OF ALEXA. As it continues to gain momentum, Alexa promises to have an impact in three areas. First, it will serve current users as an enhanced navigational resource,—a way to discover the sites that others have found useful. Second, Alexa will provide current site maintainers with a wide array of objective information about link catalogs related to their sites—where individual users come from, where else they go, and how individual sites are rated with respect to other locations on the Web. (With Alexa's assistance, eventually maintainers will begin to mine this treasure trove of data.) Third, Alexa will continue to archive the public content of cyberspace and provide an invaluable resource for future researchers who want to gain factual insights into the evolution of the Web.

ADVANCING THE FRONTIER

Finally, no Internet World would be complete without a peek into the future. We found two areas of particular interest—authenticated personalization and wireless home appliances.

PASSPORTS, NOW FROM MICROSOFT. No, the notion of a passport for protecting personalization and privacy on the Web is not dead. After much hype, little action, and several rounds of funding as an avante garde startup, Firefly was acquired by Microsoft over a year ago—largely for its technical talent. At the time, Firefly was actively developing and seeking to deploy browser-based “passports,”—where users could record their individual addresses, personal preferences, credit card numbers, digital signatures, and other unique identifiers. Users could then carry their passports in their browsers, and release relevant chunks of information to individual Web sites upon request—but always controlling their own personal information. Firefly's approach had generated considerable excitement within the W3C and broad industry acceptance from a wide range of vendors (including Microsoft and Netscape).

Now relocated to Redmond, the former-Firefly principals have continued to work on their solution. In Los Angeles, Microsoft quietly revealed that it

will begin to deliver its new—and-improved passport technology through many of its own MSN initiatives as well as through some of its business partners by September. For instance, HotMail subscribers will be able to pick up a passport and install it on their browsers. Then, as they connect to various Microsoft-affiliated sites on the Web to shop for books, plan a trip, or buy a car, they will encounter a more personalized experience, where the information they receive is tuned to their interests.

Passports, now from Microsoft, could even capture an individual's tastes in digitized music, and provide a competitive add-on to the Windows Media initiative. The question remains, however, whether this approach to personalization with privacy will generate as much enthusiasm in the W3C and the Web community as a suite of Microsoft tools and technologies.

SHAREWAVE WIRELESS. Digital home appliances seem to be just around the corner. But, as anybody who has two or more digital devices in ~~their~~ ^{his} homes already knows, PCs, DVDs, PDAs, and other gizmos are nifty stand-alone units that are almost impossible to interconnect at any reasonable speed.

At the show, ShareWare Wireless (<http://www.shareware.com>) announced its Multimedia Furnace,—an in-home hub—that serves as a central collection point for digital content, connects as a network gateway to the outside world, and provides a high-speed wireless distribution point for adjacent residential digital devices. ShareWare claims that its underlying technologies enables real-time, multi-media-capable, digital wireless connections among various kinds of devices throughout the home, at bandwidth speeds in excess of 120 Mbps.

Thus, it does not seem too far-fetched to imagine a flat panel display embedded in a refrigerator door where teenagers can surf the Web or play video games while grazing the shelves for their midnight snacks.

CONSEQUENCES OF DIGITAL LINKS

In conclusion, the pace of innovation on the Web shows no sign of abating. We continue to find new kinds of services and solutions that have the ability

to transform both business and interpersonal communications in useful ways.

An era of digital music distribution appears to be just around the corner—~~a~~All that really remains is to work out ~~are~~ the business policies and procedures for commerce. Tried—~~and~~—true PC software distribution techniques, such as product updates in their shrink-wrapped boxes, are likely to wind up as historical artifacts, to be replaced by the electronic connections of digital networks. And the need for

overnight courier services will undoubtedly decline; and be replaced by authenticated networked solutions.

While Microsoft plays the blues to a packed house, the debate over streaming media standards at first seems like a side-show. But, at its core, this debate is indicative of how the Web will transform the ways in which we work and play in the years ahead.

SUMMARY:

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the USPS is in the process of obtaining the necessary regulatory approvals to widely offer the service. It promises the traditional reliability of the post office, at a lower price than competing private initiatives.

Most businesses now use e-mail for ad hoc messaging but rely on hard-copy methods for sending formal, legally binding documents. Both UPS and the USPS have set out to deliver a completely electronic business solution. Like the way the telegraph transformed the Pony Express, secure and authenticated electronic document delivery services will make obsolete a substantial chunk of the intra-city courier and overnight letter—delivery business, within a few short years.

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In conclusion, the pace of innovation on the Web shows no sign of abating. We continue to find new kinds of services and solutions that have the ability

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overnight courier services will undoubtedly decline; and be replaced by authenticated networked solutions.

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The State of the Net from Spring Internet World

From Products and Servers to Web-Based Services

By Geoffrey E. Bock

April 21, 1999

NETTING IT OUT

At Spring Internet World 99, held in Los Angeles from April 14 through April 16, Microsoft announced its streaming digital media initiative. Once again, Microsoft expects to embrace and extend the core capabilities of the Web, much to the consternation of its current commercial competitors and the trend towards free digital downloads.

But, with the exception of this announcement from Microsoft, the most interesting developments at the show concerned the advent of new Web-based services for a whole raft of useful activities—initiatives now made possible by the wide-scale acceptance of the underlying networking and client/server protocols of the Internet. These new services focus on three useful areas:—commerce, communications, and navigation.

Industrial—strength virus protection is now available over the Web on a subscription basis from mcafee.com. Authenticated electronic document delivery is fast becoming a commercial reality, thanks to innovative offerings from both United Parcel Service and the United States—United States Postal Service. Cybersurfers can begin to traverse a dynamic mesh of related links, relying on a network-centric navigation service from Alexa Internet. Moreover, individual passports for personalization and privacy are coming back, now as a Microsoft initiative, and high—speed, wireless networking of digital home devices may just be around the corner.

As seen from the Los Angeles Convention Center this year, the pace of innovation on the Web shows no sign of abating anytime soon.

JAMMING WITH BUDDY GUY

Microsoft hosted a blues concert at the House of Blues in Hollywood on April 13th, the night before Spring Internet World 99 opened at the Los Angeles Convention Center. Chicago blues artist Buddy Guy and his five-piece band held center stage until well past midnight. Senior vice president Jim Allchin starred in the warm—up set, jamming on his electric guitar. Bill Gates came too, via video.

WHY A BLUES EVENT? And why the event? Microsoft wants everybody to know that it is “hard core” about streaming digital media—the underlying technologies for packaging, downloading, and playing any kind of audio or video experience over the Internet. Once again, it expects to “embrace and extend” the core capabilities of the Web—much to the consternation of Real Audio, the current commercial leader in the streaming media marketplace.

With the introduction of Windows Media Technologies 4.0, Microsoft believes, that it has the superior solution for media moguls around the world to produce and distribute digital goods in cyberspace,—and it is beginning with CD-quality music. The Microsoft technologies include the Windows Media Player 4.0 (available for—free from Microsoft.Com and embedded in Internet Explorer 5.0), a media production environment, state-of-the-art compression algorithms for high—speed digital downloads, unique file formats, and digital rights management capabilities. Microsoft has also formed a partnership with Reciprocal (formerly Softbank Net Solutions), currently the premier digital rights clearinghouse on

the Web, to track the download traffic, collect money from consumers, and pay copyright holders.

THE LONG VIEW. As we reported last week: (see "Will Rights Management Halt Music Piracy?" by Jesse Breuer and Patricia Seybold, <http://www.psgroup.com/doc/products/1999/4/PSGP4-15-99EB/PSGP4-15-99EB.asp>), Microsoft's efforts may be too little, too late. The music industry is in the midst of a radical transformation. With the spreading popularity of MP3 and free digital downloads, fans no longer need to pay for the music of their favorite artists, and unsigned bands can find a ready audience with little effort. At least for now, the horses are out of the barn, and corralling them is going to be difficult.

But Microsoft is taking the long view. The company is betting that, over time, its own solutions will prevail. All it has to do is sign a number of major record labels and create the market momentum of avid fans willing to back its Windows Media initiative. The company does have the focused intensity, deep pockets, and track record for making the dominoes fall in the right direction. Microsoft understands the importance of owning the key standards, and it just may (once again) wind up the winner.

DIGITIZED BUSINESS SERVICES

In fact, the benefits of standards were very much in evidence throughout the myriad booths and demos on the floor of the show at the Convention Center the next day. With the exception of Microsoft, the most interesting announcements concerned the advent of new Web-based services for a whole raft of useful activities—initiatives now made possible by the wide-scale acceptance of the underlying networking and client/server protocols of the Internet.

These new services focus on three useful areas: commerce, communications, and navigation.

OPPORTUNITIES FOR E-COMMERCE

AN ONLINE GARAGE FOR PC-SERVICING. Network Associates, for instance, unveiled an entirely new network-centric business to deliver virus protection and PC tune-ups over the Web: mcafee.com—hosted at a Web site by the same

name (<http://www.mcafee.com>). The site currently offers the McAfee Clinic (which includes the McAfee 2000 ToolBox, VirusScan Online, Uninstaller Quick Clean, and First Aid Advisor), McAfee Oil Change Online (for scanning and updating various software products), and a shopping mall for PC products.

In effect, mcafee.com is like a full-service garage on the network. Users drive into the repair bays and consult with knowledgeable mechanics—all by connecting to the site over the Web.

TOWARDS A TIDY PROFIT. Run as an independent subsidiary that is operationally separate from the parent firm (and the traditional software business), mcafee.com creates a compelling business proposition. While currently offering a free service during the launch and roll-out period, the new enterprise expects to make a tidy profit by enrolling millions of subscribers for roughly \$20 per person per year—supplemented by revenue-sharing deals for goods sold through its mall and by sponsorships and advertising of selected page views.

To create a sense of stickiness and customer loyalty, mcafee.com is also launching the McAfee Briefcase, a free online collaboration service for individuals to host their e-mail, calendar, files, address book, and bookmarks in a secure and private place on the Web.

THE ACTIVEX DEPENDENCY. There is one catch: mcafee.com depends upon ActiveX technology to run the Clinic capabilities within a browser. This means that the Web-centric services only work with IE 4.x browsers (or later); or otherwise require an appropriate Netscape Navigator plug-in.

When developing software for the desktop, mcafee.com engineers concluded that client-side Java was not yet ready for prime time, and hence they made the "safe" choice for the de facto (Microsoft) standards.

COMMUNICATIONS PROCESSES

BEYOND PACKAGE-TRACKING. As another example of another kind of business opportunity, United Parcel Service (UPS) is moving rapidly beyond basic online package-tracking to offer a wide range of Web-based shipping services. Shippers can

now log onto the UPS site (<http://www.ups.com>), enter the shipping addresses for individual packages, calculate the rates, provide payment information, and automatically print out the labels on their local printers—complete with the appropriate scan codes for the UPS tracking system. Customer self-service creates a win/win environment for all concerned. UPS improves its ability to handle packages, while shippers themselves are logging the shipping information and labeling their own items.

In addition, UPS offers all of its package-tracking and shipping capabilities as a tool-kit suite so that third-party enterprises (such as e-commerce Web sites) can directly integrate the access to the UPS services from their own applications. Prospective shippers on any Web site are only a click away from calculating costs and sending packages by UPS, transparently accessing the UPS Web site in the background.

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X-Mailer: Microsoft Outlook Express Macintosh Edition - 4.5 (0410)
Date: Fri, 23 Apr 1999 10:33:01 +0000
Subject: Alexa stats hits!
From: "Jill Pagliaro" <jill@antennapr.com>
To: Cynthia Lohr <cynthia@alexa.com>
, Christine Gasparac <christine@antennapr.com>
, Quimby Mills <quimby@antennapr.com>

Alexa stats included in Intermallamerica.com release, and also in The Guardian (see bold typing)!!

Intermallamerica.com to Extend E-commerce Reach to Europe

04/22/1999
Business Wire
(Copyright (c) 1999, Business Wire)

HOUSTON--(BUSINESS WIRE)--April 22, 1999--Houston-based Intermallamerica.com, owner/operator of one of the most rapidly growing Internet malls in the United States, announced today that it is creating an online International Marketplace to be integrated with its current online mall, The Great InterMall of the Americas.

The International Marketplace will be devoted exclusively to international merchants exporting products to the United States. Upon completion, the International Marketplace will provide United States consumers the opportunity to purchase distinctly European products directly from European companies and have them delivered to their door.

The catalysts for the International Marketplace initiative were meetings held between Intermallamerica.com and representatives of 18 European companies, representing business interests in the United Kingdom (England, Scotland and Ireland), Denmark, Austria, Italy, the Netherlands, France, Spain and Finland. "A sufficient number of understandings and agreements were reached between Intermallamerica.com and our European friends to begin development and implementation of the International Marketplace," said Cheryl D. Austin, president of Intermallamerica.com. "Further, we are in preliminary negotiations to joint-venture in the creation of wholly national Internet malls in several European countries," she added.

EuroTex was conducted under the auspices of the Transatlantic Business Dialogue, which was created in 1995 to facilitate closer economic relations between the European Union and the United States. The Texas Department of Economic Development partnered with the Association of European Chambers of Commerce & Industry (Eurochambers) to organize the high-tech business-to-business meetings in Dallas. "We believe the partnership between the Texas DED and Eurochambers gives us, as a Houston-based business, a significant edge over any of our competitors in creating an e-commerce channel between European businesses and American consumers," said Austin.

Spurred on by a front-page advertising agreement with Yahoo! (Nasdaq:YHOO) announced in March, a total of 266,338 visitors clicked on the unique "brick-and-mortar" online shopping mall last month. This places Intermallamerica.com in the top 100,000 most popular sites on the World Wide Web, according to data compiled by **Alexa Internet** and reported by Netscape

Communications Corporation (NYSE:AOL) in the What's Related section of its Communicator browser. With the addition of the International Marketplace, the numbers are expected to continue rising. The grand opening of the International Marketplace is planned for the third quarter of this year.

The Intermallamerica.com site currently consists of over 130 U.S.-based merchants offering millions of products to consumers online in secure transactions. Current vendors include stores such as Avon, the world's leading direct retailer of beauty and related products; ESPN-The Store, offering ESPN branded merchandise, as well as league and team logo merchandise and signed sports memorabilia; PetQuarters.com, offering thousands of pet products; along with K-Tel Express (Nasdaq:KTEL), CBS Sports Store (NYSE:CBS) and Beyond.com (Nasdaq:BYND).

For additional information, or to schedule an interview with Cheryl D. Austin, call Bob Orkand of Merger Communications at 713/267-2328.

CONTACT: Merger Communications Inc., Houston Bob Orkand, 713/267-2328

10:01 EDT APRIL 22, 1999

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A week in view
VICTOR KEEGAN

04/22/1999
The Guardian
Page 002
Copyright (C) 1999 The Guardian; Source: World Reporter (TM)

The widely held view that email is the most ephemeral form of communication - here today and gone tomorrow - has been undermined by the subpoenas in the Microsoft and Monica Lewinsky hearings. The brutal truth is that courts can demand emails going back years and the fact that they may have been deleted is no longer an obstacle.

A new industry has sprung up employing battalions of people to recover emails previously deleted from hard drives. And, surprise, surprise, lawyers have discovered yet another lucrative seam to mine. Wired magazine quotes a case where two companies in dispute had a combined email volume of a billion messages.

Few companies in Britain have an email policy but they may have to change quickly once they realise the implications of not having one. The fact that almost anything you have committed to an email can be recovered either by your company or by the lawyers of your competitors ought to give everyone pause for thought.

The general rule - that you shouldn't commit anything to email that you would be ashamed to have read out in public - is easier said than done. Email is now the raw material of corporate history.

Erasing it is like burning the archives - yet keeping it could be mortgaging the future.

The information age is supposed to be about empowering the individual - but no one has told the big corporations. There has been a flurry of merger activity in Europe recently culminating in this week's announcement that two domestic monopolies, Deutsche Telekom AG and Telecom Italia, are planning to merge into a single company split 60/40% between German and Italian shareholders. This would constitute the world's largest local telephone company and one of the largest of any kind. It appears to scupper another bid for Telekom Italia 10 days earlier by the Italian company Olivetti, which barely two years ago was nearly bankrupt.

Earlier, Deutsche Telekom was reported to be planning an pounds 11bn bid for One2One, the British mobile network part-owned by Cable and Wireless. This follows Vodafone's purchase of the US group AirTouch Communications to create a global wireless giant. Oh, and you may not have noticed that the state-owned carriers of Sweden and Norway are also planning to merge.

Why is all this happening now? Partly because Europe is in the midst of a bout of merger mania as companies of all kinds exploit the opportunities generated by the creation of a single currency in January. But for phone companies it is also part of the race to dominate the infrastructure of the communications revolution.

The ludicrously inflated values of internet stocks may be hogging the business headlines, but the biggest long-term spoils may well go to the companies that dominate the transmission of data along telephone lines or the air waves.

The companies will argue that by exploiting the increased economies of scale brought about by mergers, they will be able to deliver a better, cheaper service. This may well be true in theory. But in practice monopolies have an irritating habit of trying to keep prices up where they can to preserve their profits.

Fortunately, it is becoming increasingly difficult for them to do this with the explosion of competition from mobile alternatives and the internet. In 1995 no public telephone services in the OECD area offered dial-up internet access. Now they all do.

The general rule is that countries with the strongest competitive forces (like the US and Finland) produce the lowest prices. And the countries with the lowest prices are much better placed to exploit internet usage with all that that entails for economic growth. Europe's regulators should be asking some searching questions about merger mania. The key is whether it will accelerate or slow down the world-wide swing to lower prices for the consumer.

HOW big is the world wide web? It is easy to get the impression that cyberspace is growing so rapidly that it is getting out of control.

Millions of new pages are being added every few months around the world, ranging from corporate and personal websites to university archives against the descant of millions of emails and goodness knows how many chatrooms.

Yet research by a company called **Alexa Internet** (reported in the New York Times) reckons that the size of the web last year was a mere three trillion bits of information. It sounds a lot but it is equivalent to only 5,000 CD-roms, and the whole of it could fit inside one of Sun Microsystems' top-of-the-range servers occupying less than 150 cubic feet. Hmmm.

Jill A. Pagliaro
Antenna Group, Inc.
(415) 977-1938 direct
(415) 896-1094 fax



Article 2 of 12

A week in view VICTOR KEEGAN

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The Guardian

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Earlier, Deutsche Telekom was reported to be planning an pounds 11bn bid for One2One, the British mobile network part-owned by Cable and Wireless. This follows Vodafone's purchase of the US group AirTouch Communications to create a global wireless giant. Oh, and you may not have noticed that the state-owned carriers of Sweden and Norway are also planning to merge.

Why is all this happening now? Partly because Europe is in the midst of a bout of merger mania as companies of all kinds exploit the opportunities generated by the creation of a single currency in January. But for phone companies it is also part of the race to dominate the infrastructure of the communications revolution.

The ludicrously inflated values of internet stocks may be hogging the business headlines, but the biggest long-term spoils may well go to the companies that dominate the transmission of data along telephone lines or the air waves.

The companies will argue that by exploiting the increased economies of scale brought about by mergers, they will be able to deliver a better, cheaper service. This may well be true in theory. But in practice monopolies have an irritating habit of trying to keep prices up where they can to preserve their profits.

Fortunately, it is becoming increasingly difficult for them to do this with the explosion of competition from mobile alternatives and the internet. In 1995 no public telephone services in the OECD area offered dial-up internet access. Now they all do.

The general rule is that countries with the strongest competitive forces (like the US and Finland) produce the lowest prices. And the countries with the lowest prices are much better placed to exploit internet usage with all that entails for economic growth. Europe's regulators should be asking some searching questions about merger mania. The key is

whether it will accelerate or slow down the world-wide swing to lower prices for the consumer.

HOW big is the world wide web? It is easy to get the impression that cyberspace is growing so rapidly that it is getting out of control.

Millions of new pages are being added every few months around the world, ranging from corporate and personal websites to university archives against the descant of millions of emails and goodness knows how many chatrooms.

Yet research by a company called **Alexa Internet** (reported in the New York Times) reckons that the size of the web last year was a mere three trillion bits of information. It sounds a lot but it is equivalent to only 5,000 CD-roms, and the whole of it could fit inside one of Sun Microsystems' top-of-the-range servers occupying less than 150 cubic feet. Hmmm.

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Updated: Apr221999 01:27PM

A Preview of What's in Store for Net Users

By Michelle V. Rafter

LOS ANGELES, April 22, 1999 (Reuters) - Presenting what stylish Internet users will be sporting later this year: e-mailboxes that receive faxes, hookups through fast DSL connections, and "virtual meeting rooms" where PTA members can share calendars and watch presentations.

What designer fashions shows are to the apparel industry, the thrice yearly Comdex and Internet World conventions are to the Internet business: a preview of what's in store for Net users at home and work in the weeks ahead.

Last week's Spring Internet World at the Los Angeles Convention Center was no exception. Though the number of hardware and software companies strutting their stuff was off from previous years, tens of thousands of convention-goers still crowded the aisles to catch a glimpse of coming attractions.

Among the most interesting for home Internet users were companies offering so-called unified messaging services. These services allow e-mail users to receive faxes, voice mail and pages in an e-mail in-box.

Upon signing up for one of the services, an individual is assigned a telephone number they can give out to friends or co-workers as their fax or pager number. Faxes or pages sent to the phone number are automatically forwarded to the member's e-mailbox as password-protected e-mail attachments, where they can be opened using a viewer program.

eFax.com (<http://www.efax.com>), formerly JetFax, showcased its free fax-to-e-mail service, which has signed up 300,000 subscribers since making its debut in February.

Also on hand were CallWave (<http://www.callwave.com>), which launched a similar free fax-to-e-mail service, and Jfax (<http://www.jfax.com>), which has a unified messaging service that transfers voice mail and faxes to and from an e-mailbox.

Much has been written about the high-speed Internet access that

cable television operators have sold in connection with partners AtHome (<http://www.athome.net>) or MediaOne Roadrunner (<http://www.mediaonerr.com>).

Internet service providers and local telephone companies were late getting their high-speed acts together. But in the past few months a number have announced trials of digital subscriber line (DSL) technology, which uses existing copper telephone lines to provide Internet access at up to 100 times the speed of current dial-up modems.

The hype over DSL was visible at the convention, where EarthLink Networks (<http://www.earthlink.net>), Pacific Bell (<http://www.pacbell.com>), America Online (<http://www.aol.com>) and Cable & Wireless (<http://www.cwusa.com>) talked about their consumer DSL services, either publicly on the convention floor or in private meetings.

Consumer demand for DSL is "furious," and PacBell is rolling out the service as fast as it can, said Paul Turner, a PacBell DSL marketing manager.

"By the end of the year we'll have deployed DSL to switching offices serving 70 percent of our residential and business customers," Turner said.

The buzz over online calendars got louder earlier this month after AOL snapped up When.com, an early leader in the still-developing space. At the convention, competitor Jintek in San Diego announced its general roll-out of its ScheduleOnline (<http://www.scheduleonline.com>) service and showed a version of the Web calendar for Palm Pilot users.

Newcomer Active Touch is attempting to take online calendars a step further with Webex (<http://www.webex.com>), a virtual meeting room service the private, Santa Clara, Calif., company announced two months ago and was showing in public for the first time.

A free version of Webex lets up to six people congregate in a password-protected online space to chat, watch a PowerPoint presentation, or work on schedules. Active Touch sells a turbocharged version of Webex to corporations for \$1,500 a month.

Some companies used the public venue to show off upgrades. San Francisco-based Alexa Internet (<http://www.alexa.com>) demonstrated a new version of its plug-in Web navigation helper due out next week with added search functions.

A representative from TransPoint (<http://www.transpoint.com>), the Microsoft and First Data joint venture, demonstrated how the bill presentment and payment service will look when it launches at the end of the month. By summer, consumers will

be able to pay bills for up to 30 utilities and other companies from TransPoint's Web site or Web sites of several affiliated bank partners, officials for the joint venture said.

With so much of the Internet devoted to selling things, it's no surprise a majority of companies at the three-day Internet World confab were peddling services to help corporate America smooth out the rough edges of their Web stores.

International Business Machines Corp. (<http://www.ibm.com>) announced a series of services and software meant to help small to large companies better integrate online stores with existing back-end business systems.

Despite improvements in other areas, Web merchants continue to drop the ball when it comes to providing adequate customer service. But one man's problem is another's opportunity and the need for improvement has seen a steady stream of technology vendors enter the interactive customer-service market.

At least a dozen made it to the convention, including Sideware Systems (<http://www.sideware.com>), in Herndon, Va., which previewed its Dr. Beam chat room technology that a company's service reps could use to instantly answer customer questions. Another newcomer, Acme Software (<http://www.acmesoft.com>), also in Santa Clara, demonstrated an automated FAQ (frequently asked question) database an online store could incorporate into its Web store.

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News and commentary from the cross-platform scripting community.

Scripting News 2

Monday, April 26, 1999

Last update: Monday,
April 26, 1999 at 1:54 PM
Pacific.

DaveNet: Ben Rosen is Back.

MacWEEK: "Release the source and they will come develop" isn't the way things work in the real world. Just ask the Mozilla group. Open-source works well when people need a particular type of functionality. In this case, it's Apple -- not the open-source community -- that needs the QTSS to proliferate.

Afer much beating on my head I now understand that WINE Is Not an Emulator. It's looking more like this is the rational path to use to move Frontier to Linux.

WINE Headquarters: [About WINE](#).

Check this out! Jim Hebert tried launching the Trial Version of Frontier 5.1.6 under WINE on Linux. Here's a screen shot. It crashed, but you can see from the picture that a lot of stuff works with no mods to the program. *Wow!*

Doc Searls, senior editor at Linux Journal, talks about the 'wide open spaces' of Linux.

In Sept 1997, Doc Searls wrote: "So Steve Jobs just shot the cloners in the head, indirectly doing the same to the growing percentage of Mac users who prefered cloned Mac systems to Apple's own. So his message to everybody was no different than it was at Day One: all I want from the rest of you is your money and your appreciation for my Art." *Doc's art is pretty cool too!*

Apple Recon: Debbie Does Quicktime. "Adult content is the biggest money maker on the Internet if you use the amount of traffic and dollars it generates as a gauge.. And about 85% of those sites use QuickTime as it's ubiquitous and is the most popular format for the XXX Internet industry as it has the highest quality and can also compress MPEG, does AVI, etc"

FileMaker now has ODBC support, as does Frontier, on both Mac and Windows, so now there's a whole new way

April 1999

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to develop apps in Frontier that store data in FileMaker.

NY Times: Sun's Portable Productivity Desktop. "The new software, called i-Planet, creates an electronic work space for employees that includes traditional applications like word processing and spreadsheets as well as group calendars, file storage and e-mail."

Alexa has a form that allows people to rate the links that are "related" to any site, and to add new ones.

Red Herring: Marimba nets Tivoli exec. *This is their IPO week. Good luck Marimba!*

Anatole Lieven: Let's Not Freeze Russia Out.

Yesterday I asked: "Why are people so excited about Ask Jeeves?" Christoph Jaggi says: "The answer is simple, they probably never encountered a product that worked, Symantec's Q&A." *Right!*

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Last update: Monday, April 26, 1999 at 1:54 PM Pacific.

Thursday, April 29, 1999

Web Surfers' Fears Prompt Privacy Seals

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The New York Times
ON THE WEB

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April 29, 1999

Web Surfers' Fears Prompt Privacy Seals

By LISA GUERNSEY

Debates over online privacy have led to the proliferation of seal-of-approval programs designed to signal privacy protection. Like the presence of a Good Housekeeping seal, which is supposed to designate a worthwhile product, the privacy seals are displayed by Web sites to indicate that they have met standards of trustworthiness.

Three main seal programs have popped up in the last few years: Truste (pronounced Trust-EE), which was founded in 1997 by the Electronic Frontier Foundation, the Boston Consulting Group and a trade association called CommerceNet; CPA Webtrust, which was developed last year by the American Institute of Certified Public Accountants and the Canadian Institute of Chartered Accountants, and BBB Online, which was unveiled in March by the Better Business Bureau.

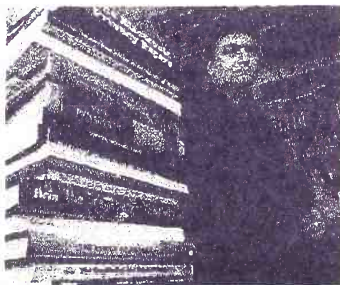
The seal programs are being touted by leading companies in electronic commerce as the best way to protect consumers without resorting to Federal legislation -- a few examples of which are starting to make their way through Congress.

"This is branding the concept of privacy," said Terry Pittman, a Truste board member.

But some consumer-advocacy groups have major doubts about whether the seals truly signify the level of protection that people want. And they stress that a privacy seal for a Web site does not mean that the site will refrain from giving another company information about you. In many cases, said Marc Rotenberg, executive director of the Electronic Privacy Information Center, the seals "are just a colorful link to a privacy policy that can say almost anything."

People on both sides of the debate do agree on one thing: Many, if not most, Web users are not yet familiar with the concept of privacy seals. AT&T Labs recently conducted a survey of 381 Net users to determine what they thought about online privacy. The study found that 58 percent of respondents would be more likely to give a Web site their e-mail addresses if the site had a privacy policy and a privacy seal. But the survey responses also suggested that even the consumers who are most familiar with the Web do not completely understand how the seal programs work.

The idea behind the seals, proponents of the programs say, is to increase consumers' comfort levels with electronic commerce. "If a seal program's agreement with a site contains basic elements that establish trust between a consumer and a Web business, I expect that consumers will see the seal and say, O.K., this site is O.K. to do business with," said Pittman, president of media for Brightstreet.com, a start-up company that develops online promotions.



Carol T. Powers for The New York Times

PONDERING PRIVACY - Marc Rotenberg, of the Electronic Privacy Information Center, doubts the effectiveness of Web site privacy seals.

Related Article
Kids seal of Approval
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Thursday, April 29, 1999

Web Surfers' Fears Prompt Privacy Seals

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Assurances of privacy on Web sites may amount to less protection than many people want.

To earn any of the three seals, Web sites must meet the following basic criteria:

They must have a privacy policy and must make it easily accessible online.

They must disclose what personal information they collect and how they use it.

They must provide consumers with a chance to opt out of programs that request personal

information.

They must secure their Web sites and databases to prevent public exposure of personal information or raids by hackers to get access to that information.

The BBB Online program includes one other requirement: Sites that earn the seal must allow customers to view the information that the site has collected about them, if the company has a way to provide that data easily.

Web sites that want to display the Truste or BBB Online seals are required to fill out applications and pay annual license fees, which range from a few hundred dollars to several thousand dollars, depending on the company's annual revenue.

If the Web site's privacy policy is approved, the site earns the right to post the seal, which is designed to link users directly to a verification page on the seal program's Web site when clicked. A seal that does not connect to the program's Web site is an illegitimate copy. About 600 sites now carry the Truste seal and about 450 sites have inquired about applying for the mark of BBB Online.

The CPA Webtrust seal signifies a site that has submitted to a more rigorous review -- and has also been willing to shell out a larger sum of money for the privilege. A company's Web site is eligible for the Webtrust seal only after it has been examined by a certified public accountant who has been trained to audit computer systems and scrutinize a company's electronic processes for gathering data. The examinations can cost companies a few thousand dollars or even several hundred thousand dollars, depending on the company's size. CPA Webtrust has certified 20 sites so far.

Enforcing the principles behind the seals is also part of the package. Officials for Truste and BBB Online say that they constantly monitor, review and investigate their certified sites. If they find an infraction, they say, they will withdraw their seals from the Web site.

With the CPA Webtrust seals, auditors are required to visit the Web site's company headquarters every three months for reviews. If the site is not up to snuff, Webtrust officials say, the seal is removed. So far, none of the companies has pulled a seal off a site.

The presence of the seals, however, indicates privacy, not secrecy. No seal guarantees that a Web site will not sell or trade your e-mail address, name or phone number, or records of your purchases and online surfing habits. And Web sites with the same privacy seal may have widely different privacy policies. Officials for the seal programs say they are not trying to dictate specific practices; they do not want to start micromanaging how companies use information that they have gathered legally, with a customer's informed consent.

Privacy advocates counter that companies have very broad notions of what constitutes "informed consent." Are you "informed" simply because a policy is posted somewhere online? And is it considered "consent" if you have to actively seek a way to stop a company from making information about you available to third parties, or should consent mean that you must agree ahead of time to allow a company to disseminate your personal information?



BIG THREE The major privacy seals being used for Web sites are from CPA Webtrust, BBB Online and Truste (pronounced Trust-EE)

Thursday, April 20, 1998

Web Surfers' Fears Prompt Privacy Seals

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CONSUMER INFORMATION

Here are the three main privacy seal programs and some sites certified under each, as well as a sampling of sites that do not carry privacy seals:

TRUSTE

AOL.com
Microsoft.com
Yahoo.com

BBB ONLINE

Healthwatchers.com (Healthwatchers System, an online health store)
Dell.com (Dell Computer)
Equifax.com (financial services)

CPA WEBTRUST

Bell.ca (Bell Canada)
Etrade.com
Maia-net.com (an Internet service provider)

NO SEALS

Amazon.com
CNN.com
1800flowers.com

Determining the degree of control that customers should wield over information about them is one of the major sticking points in current negotiations between the European Union and the United States over privacy protection. The European Union requires that companies receive "unambiguous" consent from customers before making their personal information available and that customers have open access to the data that are being collected about them. The law also forbids companies in European countries from disclosing personal data to companies in countries whose laws do not provide the same protections. The United States is one of those countries. In fact, most United States companies want to do everything they can to keep such laws from being drafted.

Hence, the privacy seals. Company executives say the seals are proof that online businesses can regulate themselves without interference from the Government. The sponsors of Truste include some of the Net's largest companies, like America Online, Microsoft and Netscape. Several of those companies have offered to provide financial support to BBB Online, too.

And many of those sponsors have also earned privacy seals from Truste or BBB Online.

causing some consumer groups to dismiss the programs as riddled with conflicts of interest.

"The seals are completely meaningless," said Russ Smith, a privacy advocate who has built a watchdog site called Consumer.net. He said the seal programs were beholden to their sponsors and had little incentive to go after companies that violated their own posted privacy policies.

That was disputed by Anne Jennings, a spokeswoman for Truste, who said, "We treat our sponsors with more rigor in the investigative process than we do anybody else."

The dispute got specific a month ago, when a watchdog group called Junkbusters complained to Truste about problems with Microsoft's Windows 98. An identifying number in the software's operating system was linked to data gathered about Windows 98 users without their knowledge. (Microsoft has since said that it will fix the problem.) The Microsoft Web site carries the Truste seal on a page that carries the site's privacy policy.

Truste put out a statement agreeing that the Microsoft practice "compromised consumer trust," but it dismissed the complaint anyway. It said it did not have jurisdiction over Windows 98 because the Truste seal covers only Web-site interactions.

That reasoning does not satisfy Rotenberg, of the Electronic Privacy Information Center. To him, the privacy seals are less about providing customers with privacy rights and more about protecting companies from charges that they are not being fair to their customers. The privacy seals simply signify disclosure about what the companies might do with the information they collect about Web-site visitors, he said. "That's not protection -- that's just a disclaimer," he added.

But people who believe in privacy seals say consumers just need to give them a chance.

Customers have high expectations for privacy on the Internet and want more control over

<http://www.nytimes.com/library/tech/99/04/electronic/privacy/23priv.html>



Carol T. Powers for The New York Times

PONDERING PRIVACY - Terry Pittman, a board member for Truste, one of the seals, says consumers have high expectations for Web privacy.

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E-Commerce

Amazon buys three companies

By Jeff Peline and Dan Mitchell
Staff Writers, CNET News.com
April 26, 1999, 2:30 p.m. PT

Amazon.com today said it agreed to buy Alexa Internet, Exchange.com, and Accept.com, an Internet triple play that will greatly expand its business, sources said.

Amazon is spending a total of \$645 million for the three privately held companies. An announcement concerning the deals, expected to close by June 30, is expected later today.

Exchange.com operates the popular Bibliofind.com, a seller of used and antiquarian books, as well as Musicfile.com, which features music memorabilia and rare recordings. Amazon said this will add more than 12 million book and music items for sale.

Alexa Internet offers a free advertising-supported Web navigation service.

Accept.com is an e-commerce company developing technology for business and consumer transactions on the Internet.

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Online: Amazon.com To Add Cards And Rare Books
By George Anders

04/27/1999
The Wall Street Journal
B1
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Most companies competing in cyberspace think they're in a race. Amazon.com Inc. is acting as if it had entered the decathlon.

The Internet seller of books, movies and video yesterday announced three acquisition agreements, totaling \$645 million. The proposed transactions will propel Seattlebased Amazon into the rare-book business, Web navigation and new electronic-commerce technology.

What's more, Amazon is starting an electronic-greeting-card business that will be free of charge to visitors to its Web site. Amazon officials say the new service should pay its way by attracting more potential shoppers and by wooing users with gift suggestions -- from Amazon, of course -- after they finish selecting an email greeting card for a friend or relative.

Just a year ago, Amazon was a single-specialty company, operating a fast-growing online bookstore but nothing more. Since then, it has sprinted into the music and video markets. It also set up an online-auction service at the beginning of this month. To date, the company says, its services have sold goods to more than eight million people in the U.S. and abroad.

Amazon officials say they have even more expansions in mind, to be acted on as soon as they can figure out a way to redesign their increasingly cluttered

http://rights.dnr.com/cgi-bin/Interactive_StoryTopic=
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keyWord_story&DBNAME=KEYWORD01-

Monday, May 3, 1999

Article

Publications Librar

Article 1 of 200

Online:

Amazon.com
To Add Cards
And Rare Books
By George Anders

04/27/1999

The Wall Street Journal

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Amazon officials say they have even more expansions in mind, to be acted on as soon as they can figure out a way to redesign their increasingly cluttered home page to accommodate them. Currently, Amazon's opening Web page has five shopping areas, or "tabs," to choose from. Greeting cards will become the sixth such tab at the top of the page, said David Risher, an Amazon senior vice president.

"We're spending a lot of time internally reworking our user navigation features," Mr. Risher said. "Cards aren't going to be the last store you will see Amazon opening up."

Of its three pending acquisitions, Amazon's highest-profile agreement is with Exchange.com Inc., which operates the BiblioFind and MusicFind Web sites. Those services amount to online marketplaces for rare or out-of-print books and music. They provide Internet links for existing used-book dealers and music collectors' shops to make their inventory available online.

In a statement, Jeff Bezos, Amazon's founder and chief executive officer, called the Exchange.com acquisition "a win for Amazon.com customers because it further increases our selection of rare and obscure items." He said BiblioFind has more than nine million book listings. Amazon itself has 4.5 million.

Amazon didn't disclose its purchase price for closely held Exchange.com of Cambridge, Mass., but people familiar with the transaction said Amazon is paying at least \$200 million in stock. Exchange.com had been courted by Barnes & Noble Inc., a traditional bookseller with big online ambitions.

Among the big winners in the transaction is Shg Leschly, Exchange.com's 29-year-old chief executive officer. Mr. Leschly is a music aficionado who has built up Exchange.com through acquisitions in the past few months. He also is the son of Jan Leschly, chief executive of SmithKline Beecham PLC, one of the world's largest pharmaceutical companies.

Amazon also said it has agreed to buy Accept.com Inc. and Alexa Internet Inc. It said Accept, based in Redwood City, Calif., is developing "longer-range solutions to simplify person-to-person and business-to-consumer transactions on the Internet." Alexa, based in San Francisco, operates a Web-navigation service that tracks which sites people visit and can make suggestions to viewers about other sites they might find interesting.

In the electronic-greeting-card business, Amazon is moving into a realm dominated so far by Blue Mountain Arts Inc., Boulder, Colo. Millions of Internet users visit that company's Web site, bluemountainarts.com, every month to select free cards with serene, New Age messages. Visitors to the site also can order a limited selection of poetry books.


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 When it comes to
 choosing your **network**

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Amazon turns page on three deals

Retailer pays \$645 million for e-commerce properties

By Cecily Fraser, CBS MarketWatch
 Last Update: 6:57 PM ET Apr 26, 1999

[Movers & Shakers](#)
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SEATTLE (CBS.MW) -- Amazon.com said Monday it will pay \$645 million in stock to acquire three privately held e-commerce properties, boosting the range of its offerings by five-fold.

The online book retailer (AMZN; news, msgs) will add more than 12 million book and music items for sale and auction, through the purchase of Exchange.com.

Based in Cambridge, Mass., Exchange.com operates www.bibliofind.com, a site for hard-to-find books, and www.musicfile.com, a site for and music recordings and memorabilia.

Bibliofind.com's database includes more than 9 million book listings, while MusicFile.com offers over 3 million items for sale by retailers, dealers, and private collectors worldwide. Amazon currently offers customers a choice of 4.7 million titles of books, CDs, videos and other products.

Amazon.com's chief executive officer Jeff Bezos said the acquisition is "a win for the thousands of independent dealers on Bibliofind.com and MusicFile.com who will extend their reach to Amazon's 8 million online shoppers."

Additionally, Seattle-based Amazon said it also plans to buy e-commerce company Accept.com and Web navigation service Alexa Internet.

Amazon.com said it will acquire all of the outstanding shares and assume all outstanding options of the three companies. The three acquisitions are expected to close before June 30, subject to shareholder approval.

Amazon.com's stock closed down 2 15/16 to 207 3/16 ahead of the news. [CBS.MW](#)

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 Updated:
 4/27/99 1:24:24 PM ET

X-Sender: catherine@dante.alex.com
 X-Mailer: QUALCOMM Windows Eudora Pro Version 4.0.1
 Date: Tue, 27 Apr 1999 09:33:17 -0700
 To: staff@alex.com
 From: catherine@alex.com (Catherine Baggott)
 Subject: Fwd: ECNews 4/27/99

Hi there:

We are included in the first listing in this newsletter. Thought you'd all be interested in case you don't receive this one. Have a great day.
 Catherine

>From: "Daniel D. Todd" <dantodd@home.com>
 >To: "Toby Corey" <tcorey@usweb.com>
 >Subject: ECNews 4/27/99
 >Date: Tue, 27 Apr 1999 08:24:05 -0700
 >X-Mailer: Microsoft Outlook Express 5.00.2014.211
 >
 >In ECNews Today:
 > Amazon makes Net triple play
 > Real-life "Truman Show"
 > Business to set government's e-biz role, Maxwell says
 > Toys 'R' Us rejigs Web unit?
 > Verio, CyberSource Offer International E-Commerce
 > The Internet's Money Machine
 > Sun-Netscape E-Commerce Relationship Getting Serious
 > E-Com '99: State Of The Art
 > Prosecutors call Onsale promotion misleading
 > Betting On The Next Big Payoff
 >--
 >
 >In a world of constant change, USWeb/CKS is a professional services firm
 >that helps companies define strategies and implement innovative ways to
 >build their business-by combining the benefits of Internet technology and
 >marketing communications.
 >
 >And Away We Go...
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 >
 >
 >Amazon makes Net triple play
 >(C|Net)
 >
 >
 >Amazon.com today said it agreed to buy Exchange.com, Accept.com, and Alexa
 >Internet, an Internet triple play that will expand both its volume of titles
 >and its range of technology.
 >
 >As first reported by CNET News.com, Amazon spent a total of \$645 million on
 >today's shopping frenzy.
 >
 >Full Article: <http://www.news.com/News/Item/0,4,0-35666,00.html>
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PORTLAND EDITION

APRIL 26, 1999



Bacon's

'Internet World' previews the latest 'Net fashions

Presenting what stylish Internet users will be sporting later this year: e-mailboxes that receive faxes, hookups through fast DSL connections, and "virtual meeting rooms" where PTA members can share calendars and watch presentations.

What designer fashions shows are to the apparel industry, the thrice yearly Comdex and Internet World conventions are to the Internet business: a preview of what's in store for 'Net users at home and work in the weeks ahead.

This month's Spring Internet World at the Los Angeles Convention Center was no exception. Though the number of hardware and software companies strutting their stuff was off from previous years, tens of thousands of convention-goers still crowded



LIVEWIRE
Michelle V. Rafter

the aisles to catch a glimpse of coming attractions.

Among the most interesting for home Internet users were companies offering so-called unified messaging services. These services allow e-mail users to receive faxes, voice mail and pages in an e-mail inbox. Upon signing up for one of the services, an individual is assigned a telephone number they can give out to friends or co-workers as their fax or

pager number. Faxes or pages sent to the phone number are automatically forwarded to the member's e-mailbox as password-protected e-mail attachments, where they can be opened using a viewer program.

eFax.com (www.efax.com), formerly JetFax, showcased its free fax-to-e-mail service, which has signed up 300,000 subscribers since making its debut in February. Also on hand were CallWave (www.callwave.com), which launched a similar free fax-to-e-mail service, and Jfax (www.jfax.com), which has a unified messaging service that transfers voice mail and faxes to and from an e-mailbox.

Much has been written about the high-speed Internet access that cable television operators have sold in connection with partners AtHome (www.athome.net) or MediaOne Roadrunner (www.mediaonerr.com).

Internet service providers and local telephone companies were late getting their high-speed acts together. But in the past few months a number have announced trials of digital subscriber line (DSL) technology, which uses existing copper telephone lines to provide Internet access at up to 100 times the speed of

current dial-up modems.

The hype over DSL was visible at the convention, where EarthLink Networks (www.earthlink.net), Pacific Bell (www.pacbell.com), America Online (www.aol.com) and Cable & Wireless (www.cwusa.com) talked about their consumer DSL services, either publicly on the convention floor or in private meetings.

Consumer demand for DSL is "furious," and PacBell is rolling out the service as fast as it can, said Paul Turner, a PacBell DSL marketing manager.

"By the end of the year we'll have deployed DSL to switching offices serving 70 percent of our residential and business customers," Turner said.

The buzz over online calendars got louder earlier this month after AOL snapped up When.com, an early leader in the still-developing space. At the convention, competitor Jintek in San Diego announced its general roll-out of its ScheduleOnline (www.scheduleonline.com) service and showed a version of the Web calendar for Palm Pilot users.

Newcomer Active Touch is attempting to take online calendars a step further with Webex (www.webex.com), a virtual meeting room service the private, Santa Clara, Calif., company announced two months ago and was showing in public for the first time. A free version of Webex lets up to six people congregate in a password-protected online space to chat, watch a PowerPoint presentation or work on schedules. Active Touch sells a turbocharged version of Webex to corporations for \$1,500 a month.

Some companies used the public venue to show off upgrades. San Francisco's Alexa Internet (www.alexa.com) demonstrated a new version of its plug-in Web navigation helper, due out next week with added search functions. A representative from TransPoint (www.transpoint.com), the Microsoft and First Data joint venture, demonstrated how the bill presentment and payment service will look when it launches at the end of the month. By summer, consumers will be able to pay bills for up to 30 utilities and other companies from TransPoint's Web site or Web sites of several affiliated bank partners, officials for the joint venture said.

With so much of the Internet devoted to selling things, it's no surprise a majority of companies at the three-day Internet World confab were peddling services to help corporate America smooth out the rough edges of their Web stores.

Michelle V. Rafter writes about cyberspace and technology from Los Angeles for Reuters Business Report. Her e-mail address is: mvrafter@deltanet.com.

Amazon Acquires Three Internet Companies For \$645m

Martyn Williams, Newsbytes

04/26/1999

Newsbytes News Network

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NEW YORK, NEW YORK, U.S.A., 1999 APR 26 (NB). Online retailer Amazon.com [NASDAQ:AMZN] announced late Monday it is purchasing, for a combined \$645 million, three Internet companies.

They include Massachusetts-based Exchange.com, which runs the Bibliofind and Musicfile sites that allow users to find out-of-print and hard-to-find books and music; California-based Accept.com, which is developing e-commerce software; and **Alexa Internet**, which operates a popular Web navigation service.

Amazon said the three substantially all-stock transactions are expected to close before June 30.

The deal comes hours after the company announced it is acquiring Butterfield&Butterfield Auctioneers Corp. for \$260 million. Recently it has also announced plans to acquire online auction service LiveBid.com, and stakes in online retailers Drugstore.com and Pets.com.

Commenting on the acquisition of Exchange.com, Jeff Bezos, Amazon's founder and chief executive said, "This is a win for Amazon.com customers because it further increases our selection of rare and obscure items and it's a win for the thousands of independent dealers on Bibliofind.com and MusicFile.com who will now be able to reach our eight million experienced online shoppers."

Reported By Newsbytes News Network, <http://www.newsbytes.com>

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Article 53 of 63

BUSINESS

The Internet

'WEBOLOGY' IS THE NEW INTERNET SCIENCE

George Johnson, New York Times News Service

04/26/1999

Chicago Tribune

CHICAGOLAND FINAL; N

Page 6

(Copyright 1999 by the Chicago Tribune)

Gazing through a computer screen onto the vast expanse of the World Wide Web, one feels like an explorer perched at the edge of an endless wilderness. It's a bit of a letdown, then, to learn how very finite the whole place really is.

Researchers at a company called **Alexa Internet**, using computers to automatically plumb the depths of this ocean of information, recently estimated that, as of last summer, the Web was three terabytes in size--three trillion bytes of information, about 5,000 CD-ROMs worth. Just about the whole thing would fit onto Sun Microsystem's top-of-the-line StorEdge A7000 Intelligent Storage Server, an array of speedy hard-disk drives occupying less than 150 cubic feet. This cyberspace that people have been romping around in could be squeezed inside a bedroom closet.

But it's not the size of the Web that matters. As the world is increasingly coming to appreciate, physical space and cyberspace operate according to different rules.

In what they describe as a new science of Webology, computer scientists at the Xerox Palo Alto Research Center in Silicon Valley recently funneled a large portion of the Web, about 55 million pages (leaving out the pictures), onto 400 billion bytes of disk space. Held in captivity in Palo Alto, this Web-in-a-Box is poked and prodded, studied like a great beast--or, to use the metaphor the researchers prefer, like an ecosystem.

With the help of this simulation, and by probing the real, living Web with electronic signals, they seek laws by which the members of the planetary community of Internet foragers compete and cooperate in the constant search for information. The Internet has become a living laboratory, a place to study mass human behavior with a precision and on a scale never possible before.

"No central authority has cultivated the Web as a beautiful garden," said Dr. Bernardo Huberman, an Internet ecologist at the center. "It grows on its own like an ecosystem." Informavores hunting down an interesting site link it to their own, and that site is soon linked to others, forming a vast spider web of connections.

"We are not doing computer science," Huberman said, "but something more akin to social science." What strategies do people use to hunt down information? Why, for no apparent reason, do storms of activity suddenly surge through the Internet, causing the whole thing to grind to a halt? And why, just as mysteriously, do these information fronts suddenly subside?

Lada Adamic, a Stanford University graduate student working on Xerox PARC's Internet ecology project, recently found that cyberspace, like the world described in the John Guare play "Six Degrees of Separation," is a small place indeed. Just as any two people on Earth are said to be connected by a human chain of acquaintance with no more than a few links, so can you pick two Web sites at random and get from one to the other with about four clicks.

The research quantifies what Web users intuitively know: Because of the high density of connections, it can be surprisingly easy to find information in what amounts to a library without a card catalog, filled with unindexed books.

The thunderstorms of congestion on the Net, another study found, can be analyzed in terms of crowd behavior. Sudden clots of congestion can sometimes be traced to obvious causes, like the recent lingerie show of Victoria's Secret. More often they arise and quickly dissipate for obscure reasons best understood using what social scientists call game theory.

You log on to the Internet and find the playing field uncrowded. With Web sites popping up as quickly as you touch their links, you click more and more, downloading video files and soundtracks with little regard for the capacity, or "bandwidth," you are consuming. Millions of other players are selfishly doing the same. Inevitably the activity reaches a threshold and connection speeds start to crawl.

The result is a classic social dilemma, a vastly larger-scale version of what happens when you are confronted with a steady busy signal at the theater box office and must decide whether to call back later or set your phone on constant redial. Short spikes of congestion are followed by lulls--a pattern that can be predicted statistically and verified by "pinging" the Net, as the engineers say, bouncing thousands of packets of information off a particular site and timing in milliseconds how long they take to return.

As the Web continues to grow exponentially (with everyone someday as likely to have a Web page as a street address), it will become an ever richer distillation of human behavior.

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APRIL 26, 1999



Bacon's

126-23:03

WSJ: Amazon.com To Add Cards And Rare Books

By George Anders

Staff Reporter of The Wall Street Journal

Most companies competing in cyberspace think they're in a race. Amazon.com Inc. is acting as if it had entered the decathlon.

The Internet seller of books, movies and video yesterday announced three acquisition agreements, totaling \$643 million. The proposed transactions will propel Seattle-based Amazon into the rare-book business, Web navigation and new electronic-commerce technology.

What's more, Amazon is starting an electronic-greeting-card business that will be free of charge to visitors to its Web site. Amazon officials say the new service should pay its way by attracting more potential shoppers and by wooing users with gift suggestions - from Amazon, or, course - after they finish selecting an email greeting card for a friend or relative.

Just a year ago, Amazon was a single-specialty company, operating a fast-growing online bookstore but nothing more. Since then, it has sprinted into the music and video markets. It also set up an online-auction service at the beginning of this month. To date, the company says, its services have sold goods to more than eight million people in the U.S. and abroad.

Amazon officials say they have even more expansions in mind, to be acted on as soon as they can figure out a way to redesign their increasingly cluttered home page to accommodate them. Currently, Amazon's opening Web page has five shopping areas, or "tabs," to choose from. Greeting cards will become the sixth such tab at the top of the page, said David Risher, an Amazon senior vice president.

"We're spending a lot of time internally reworking our user navigation features," Mr. Risher said. "Cards aren't going to be the last store you will see Amazon opening up."

Of its three pending acquisitions, Amazon's highest-profile agreement is with Exchange.com Inc., which operates the BiblioFind and MusicFind Web sites. Those services amount to online marketplaces for rare or out-of-print books and music. They provide Internet links for existing used-book dealers and music collectors' shops to make their inventory available online.

In a statement, Jeff Bezos, Amazon's founder and chief executive officer, called the Exchange.com acquisition "a win for Amazon.com customers because it further increases our selection of rare and obscure items." He said BiblioFind has more than nine million book listings; Amazon itself has 4.3 million.

Amazon didn't disclose its purchase price for closely held Exchange.com of Cambridge, Mass., but people familiar with the transaction said Amazon is paying at least \$200 million in stock. Exchange.com had been courted by Barnes & Noble Inc., a traditional bookseller with big online ambitions.

Among the big winners in the transaction is Stig Leschly, Exchange.com's 39-year-old chief executive officer. Mr. Leschly is a music aficionado who has built up Exchange.com through mergers in the past few months. He also is the son of Jan Leschly, chief executive of SmithKline Beecham PLC, one of the world's largest pharmaceutical companies.

Amazon also said it has agreed to buy Accept.com Inc. and Alisa Internet Inc. It said Accept, based in Redwood City, Calif., is developing "longer-range solutions to simplify person-to-person and business-to-consumer transactions on the Internet." Alisa, based in San Francisco, operates a Web-navigation service that tracks which sites people visit and can make suggestions to viewers about other sites they might find interesting.

In the electronic-greeting-card business, Amazon is moving into a realm dominated so far by Blue Mountain Arts Inc., Boulder, Colo. Millions of Internet users visit that company's Web site, bluemountainarts.com, every month to select free cards with serene, New Age messages. Visitors to the site also can order a limited selection of poetry books.

Blue Mountain officials have said in the past that they have rebuffed takeover overtures from Amazon. Mr. Risher declined to comment directly on that subject, but he said Amazon officials had watched the success of Blue Mountain Arts for some time. "They run a great store," Mr. Risher said. Even so, he predicted that Amazon's cards will cater to a different audience. Amazon's site is likely to have more-playful offerings, he indicated, including cards to celebrate holidays like Babe Ruth Day.

(END) DOW JONES NEWS 04-26-99

11:03 PM

 Alexa

Article 37 of 63

Amazon.com to buy 3 online retailers for 645 mln usd total in stock

04/26/1999

AFX (AP)

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Amazon.com Inc said it has agreed to buy three online retailers for a total of 645 mln usd in Amazon.com stock.

Amazon.com agreed to buy Exchange.com, an online retailer of "hard-to-find", antiquarian and used books.

Amazon.com also agreed to buy privately-held Accept.com, an e-commerce company currently developing solutions to simplify person-to-person transactions on the Internet.

Amazon.com is also buying **Alexa Internet**, which has developed free advertising-supported Web-navigational services.

ow/pav/

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FW: Alexa: - Interview CNBC- MARKET WATCH TECH '99

Wed, May 12, 1999 3:15 PM

From: "Quimby Mills" <quimby@antennapr.com>
To: Cynthia Lohr <cynthia@alexa.com> , Christine Gasparac <christine@antennapr.com>
Cc: Jill Pagliaro <jill@antennapr.com>
Date: Tue, Apr 27, 1999, 5:22 PM
Subject: FW: Alexa: - Interview CNBC- MARKET WATCH TECH '99 WITH CNBC'S RENAY SAN MIGUEL APRIL 27, 1999

Hi gals,

Another stellar hit, on TV this time. More speculation as to why Alexa was an Amazon purchase target.

Quimby

Quimby Mills
Antenna Group
415 977 1914
quimby@antennapr.com

From: djcustomclips@djinteractive.com
To: 38697
Subject: Alexa: - Interview CNBC- MARKET WATCH TECH '99 WITH CNBC'S RENAY SAN MIGUEL APRIL 27, 1999
Date: Tue, Apr 27, 1999, 6:01 PM

Business
- Interview CNBC- MARKET WATCH TECH '99 WITH CNBC'S
RENAY SAN MIGUEL APRIL 27, 1999
CONSUELO MACK

04/27/1999
CNBC/Dow Jones Business Video
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CONSUELO MACK: Web companies are where the action is this week in the tech sector, thanks to earnings. And one of the bigger Internet companies was very active with acquisitions after the bell yesterday.

FW: Alexa: - Interview CNBC- MARKET WATCH TECH '99

Wed, May 12, 1999 3:15 PM

Joining us now to talk more about that in today's "Tech '99" is our technology correspondent Renay San Miguel. Good morning.

RENAY SAN MIGUEL: Good morning. No room to pause at all in the Web space right now, everybody still making these deals. Even though cyberspace doesn't really follow normal rules of space and time, some of the bigger e-commerce companies are acting like the clock is ticking on them to attract more eyeballs to their sites. Two cases in point. eBay's announcement yesterday that it was buying high-end auctioneer Butterfield and Butterfield for \$260 million. And then after the bell yesterday, Amazon.com said it was spending \$645 million to buy up three, count 'em, three Web companies. They include Exchange.com, which operates two Web sites dealing with used and rare books, and music. Bibliofind.com and MusicFile.com. Amazon says these acquisitions will boost its already-substantial inventory by more than 12 million items. It's a way for the company to sink its feet deeper into the collectibles category that's done so well for eBay. Amazon also picked up Accept.com, which comes up with new ways for consumers to spend their money on the Internet. And **Alexa Internet**, Amazon's third acquisition, is free Web navigation that gets its money from advertising revenue. Nicole Vanderbilt, an e-commerce analyst for Jupiter Communications in New York, told me this morning that these last two acquisitions present some interesting potential for Amazon. Vanderbilt says Amazon has always been a very strong technology company, with very little of its e-commerce services provided by outside vendors. She's guessing that perhaps Amazon wants to take consumer transactions to a whole new level, by coming up with an "electronic wallet" that would follow you around as you shop Amazon.com and its partner sites. Right now you can use shopping cart and one-click buttons when you're buying your books and music at Amazon. But an e-wallet would let you do that at Amazon's partner sites as well, allowing you to pump in your credit card and personal data just once and have that follow you around from site to site. That would theoretically include Dell.com, which Amazon has recently partnered with the direct seller of computers. Vanderbilt says all of these purchases from Amazon help the company differentiate itself from competitors and their catalogs. If you're an e-commerce company, she says, you can't stop for a moment. There's no room to pause in the race for customer eyeballs. Amazon releases its earnings Wednesday, with First Call consensus calling for a loss of 29 cents a share. It appears that the Chernobyl or CIH Virus didn't cause that many meltdowns in the U.S. but Asia and Europe, where pirated software is more commonplace, were hit by several incidents.

Officials with U.S. computer security companies say CIH got into a lot of computers via infected CD-ROMs and software. And other parts of the world aren't as thorough checking those for viruses. The Finnish security company Data Fellows says the worst incidents of Chernobyl were reported in Asia, specifically Hong Kong, Japan and Singapore, although England, Sweden and India also reported some hard-drive detonations. Time now for a quick check on Nasdaq stocks. Nasdaq opened up 20, we're now selling off the other direction about 23. Microsoft down 2 3/8. "Wall Street Journal" reporting that Microsoft may be one of two tech companies that Comcast is considering teaming with in its bid for MediaOne. Dell down one, Cisco down 2 1/4, Intel, faster Celeron chip now, is down. Amazon, up 3 1/16. Ebay after good earnings beat the Street by 3 cents. Priceline, Merrill Lynch starts them with a long-term buy, up 16 1/4. And DoubleClick, meeting Street expectations of 13 cent loss, revenue up 20%, Web publishers using its technology up, but it's down 19. That is "Tech '99" for this Tuesday, back to you.

MACK: Thanks, Renay.

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E-Commerce

Amazon buys three companies

By [Jeff Peltine](#) and [Dan Mitchell](#)
Staff Writers, CNET News.com

April 26, 1999, 2:30 p.m. PT

Amazon.com today said it agreed to buy **Alexa Internet**, **Exchange.com**, and **Accept.com**, an Internet triple play that will greatly expand its business, sources said.

Amazon is spending a total of \$645 million for the three privately held companies. An announcement concerning the deals, expected to close by June 30, is expected later today.

Exchange.com operates the popular **Bibliofind.com**, a seller of used and antiquarian books, as well as **Musicfile.com**, which features music memorabilia and rare recordings. Amazon said this will add more than 12 million book and music items for sale.

Alexa Internet offers a free advertising-supported Web navigation service.

Accept.com is an e-commerce company developing technology for business and consumer transactions on the Internet.

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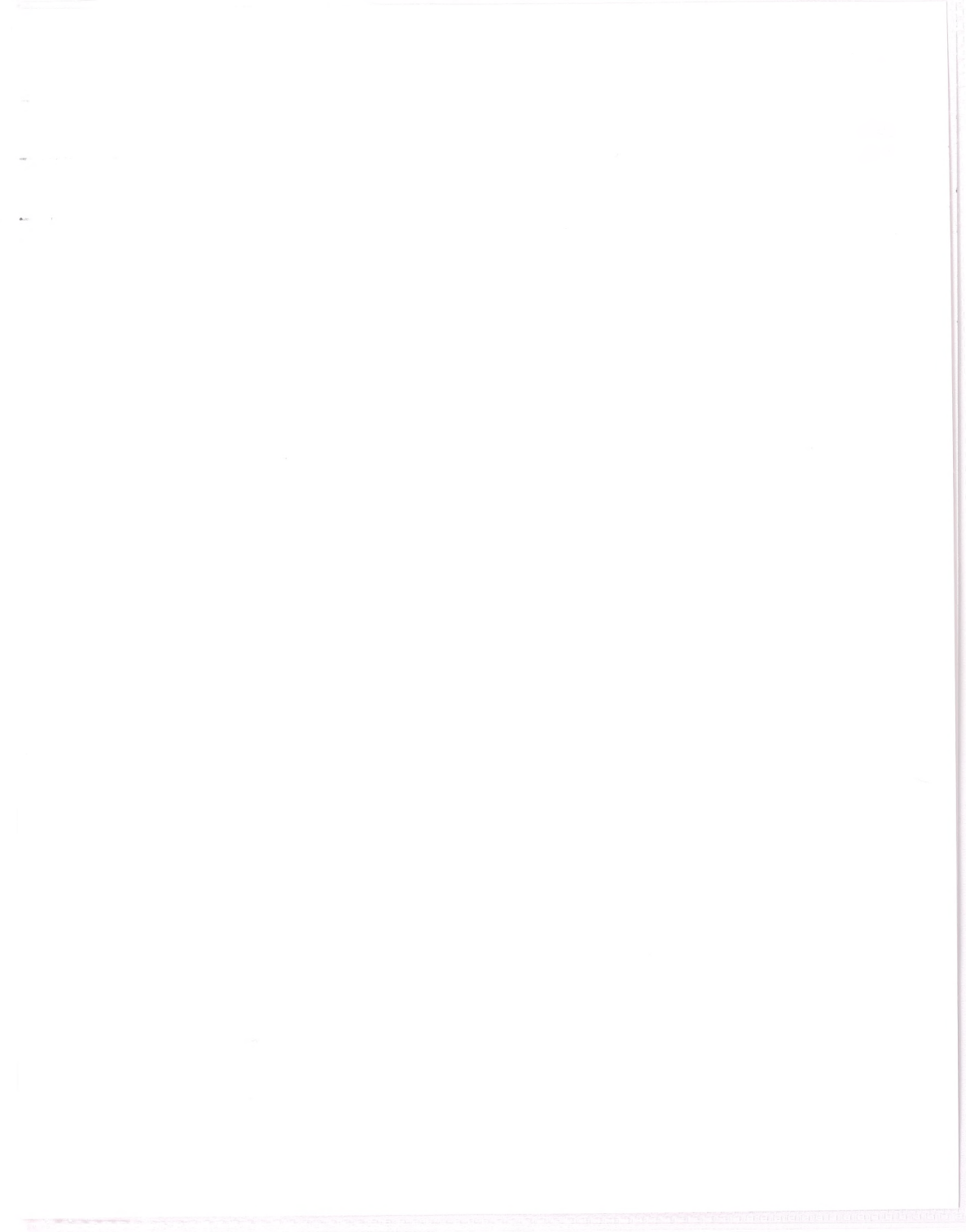
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X-Mailer: Microsoft Outlook Express Macintosh Edition - 4.5 (0410)
Date: Tue, 27 Apr 1999 08:07:52 -0700
Subject: National Post: Amazon.com buys three Internet companies
From: "Quimby Mills" <quimby@antennapr.com>
To: Cynthia Lohr <cynthia@alexa.com>
CC: Christine Gasparac <christine@antennapr.com>
, Jill Pagliaro <jill@antennapr.com>

Quimby Mills
Antenna Group
415 977 1914
quimby@antennapr.com

From: djcustomclips@djinteractive.com
To: 38697
Subject: Alexa: Amazon.com buys three Internet companies
Date: Tue, Apr 27, 1999, 6:11 AM

Financial Post
Amazon.com buys three Internet companies

04/27/1999
National Post
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SEATTLE - Online book and music seller Amazon.com said yesterday it would buy three Internet companies, including a rare book and music sales site, an e-commerce firm and a Web navigation service. Under the deals, valued at a total of about \$645-million (US) in stock, Amazon.com will acquire privately held Exchange.com, which runs an Internet "marketplace" that matches buyers and sellers of hard-to-find books and music at two Web sites, www.bibliofind.com and www.musicfile.com. Amazon also will acquire privately held Accept.com (www.accept.com), an e-commerce company developing methods of simplifying Web transactions, and privately held **Alexa Internet** (www.alexa.com), which has developed a free, advertising-supported Web navigation service.

Folder Name: Alexa
Relevance Score on Scale of 100: 100

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To: Cynthia Lohr <cynthia@alexa.com>
CC: Christine Gasparac <christine@antennapr.com>
, Jill Pagliaro <jill@antennapr.com>

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Date: Tue, Apr 27, 1999, 3:33 AM

Business; Financial Desk
Technology Amazon to Buy 3 More Internet Firms
LESLIE HELM

04/27/1999
Los Angeles Times
Home Edition
C-2
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SEATTLE -- Continuing its aggressive expansion, Amazon.com said Monday that it will spend \$645 million in stock to acquire three Internet companies: an online dealer in used books and recordings, a company that helps users find sites on the Web and a start-up electronic-commerce site.

Amazon's proposed acquisition of Cambridge, Mass.-based Exchange.com would build on the company's existing book and record business. Although Amazon boasts a selection of 4.7 million books, records and videotapes, Exchange has 12 million items. Through two separate Web sites, Exchange offers an online market where thousands of dealers and other sellers of hard-to-find books and recordings can make their products available.

Through its proposed acquisition of San Francisco-based **Alexa Internet**, Amazon would add to its already formidable portfolio of Internet search products such as Junglee, which allows consumers to comparison-shop. Web surfers using Alexa are offered recommendations about other Web sites they might find interesting.

Amazon's third proposed acquisition is Accept.com, a Redwood City, Calif.-based e-commerce technology company.

X-Mailer: Microsoft Outlook Express Macintosh Edition - 4.5 (0410)
Date: Tue, 27 Apr 1999 08:07:23 -0700
Subject: LA Times: EBay to Buy Butterfield for \$260 Million
From: "Quimby Mills" <quimby@antennapr.com>
To: Cynthia Lohr <cynthia@alexa.com>
CC: Christine Gasparac <christine@antennapr.com>
, Jill Pagliaro <jill@antennapr.com>

Quimby Mills
Antenna Group
415 977 1914
quimby@antennapr.com

From: djcustomclips@djinteractive.com
To: 38697
Subject: Alexa: EBay to Buy Butterfield for \$260 Million
Date: Tue, Apr 27, 1999, 3:21 AM

Financial Desk
EBay to Buy Butterfield for \$260 Million
JONATHAN GAW

04/27/1999
Los Angeles Times
Home Edition
A-1
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Four-year-old online auctioneer EBay said Monday that it will acquire the venerable 134-year-old Butterfield&Butterfield auction house, underscoring how upstart Internet firms are using their enormous stock market values to buy other companies.

EBay, known for auctioning Beanie Babies and other mundane items, will acquire the San Francisco auctioneer of Old Masters paintings and other fine collectibles for \$260 million in EBay stock. That's pocket change for the online firm whose stock is worth \$25 billion, or nearly half of what General Motors' is.

The towering valuations held by Internet companies reflect a belief among investors that these firms will not only change the shape of the technology industry, but also revolutionize the entire economy in coming years and emerge as a new class of corporate titans.

Top-tier Internet companies are using their hyper-priced stock to expand their businesses through acquisitions, and further distance themselves from second-tier online players and traditional offline companies.

In recent weeks, America Online, whose stock is worth about \$150 billion, was rumored to be considering buying CBS, whose stock is worth about \$32 billion.

AIS National Listing Report

Apr 27 1999 10:00AM, "CNBC Market Watch Second Hour", CNBC, NATIONAL, 1485605

attract more eyeballs to their sites. Two cases in point. Ebay's announcement yesterday that it was buying high-end auctioneer butterfield and butterfield for \$260 million. and then after the bell Monday, **amazon.Com** said it was spending \$645 million to buy up three, count 'em, three web companies. They include exchange.Com, which operates two web sites dealing with used and rare books, and music. **BiblioFind.Com** a ... to sink its feet deeper into the collectibles category that's done so well for ebay. Amazon also picked up accept.Com, which comes up with new ways for consumers to spend their money on the internet. And alexa internet, amazon's third acquisition, is free web navigation that gets its money from advertising revenue. Nicole vanderbilt, an e-commerce analyst for jupiter communications in new york, told me this mor ... provided by outside vendors. She's guessing that perhaps amazon wants to take consumer transactions to a whole new level, by coming up with an "electronic wallet" that would follow you around as you shop **amazon.Com** and its partner sites. Right now you can use shopping cart and one-click buttons when you're buying your books and music at amazon. But an e-wallet would let you do that at amazon's partner sites as

Apr 27 1999 8:00AM, "CNNFN Before Hours Part 2", CNNF, NATIONAL, 1483587

expected earnings on the day. The other on-line auction companies not nearly faring so well. We've got ubid at the moment up \$4 a share. That's a gain of about 11%. Onsale is up about 2% with a gain of 5/8. **Amazon.Com**, though, interestingly enough, is up nearly \$12 a share to 219. What's amazing about that? The company's spending \$645 million to acquire three weak sites. The company announcing acquisitions after the close buying alexa Com, and accept.Com. Exchange -- finds rare books which finds musical music and sheet music as well as cds and album just like its name suggests. Investors don't seem to have trouble from that. We're du

Apr 27 1999 8:00AM, "CNNFN Before Hours Part 2", CNNF, NATIONAL, 1483581

up \$3 a share. Ia up -- yahoo! Up 3. midge midge up two ubid -- deb back to you. Deborah: all right Bill tucker thank you we have a little bit more to tell on the shopping that Bill alluded to involving **amazon.Com**. Offering electronic greeting cards in dozens of categories. Amazon also buying three privately-held internet companies with a combined value of \$645 million. Exchange.Com is an on-line antiquarian bookstore, which sells rare books and rare music. Accept.Com is a california company that develops ways to make financial transactions simpler. And alexa internet, also based in california, is a web navigation service. Amazon fell about 3 on Monday, to close at 207 3/16. But hard to feel sorry for the amazon shareholders. Jack: I agree mp coming up we'll ch

Apr 27 1999 8:00AM, "CNBC Squawk Box Second Hour", CNBC, NATIONAL, 1483631

of last year. Ebay shares were up much, up yesterday and again up strongly today. Looking at other stocks on the top volume leaders, intel the only one we're seeing on the downside, apple up 2 points and **amazon.Com** I noticed up about 10, right on the open and they announced three acquisitions after the bell yesterday, acquiring exchange.Com, online marketplace for hard to find books. As well as two privately held compar e, accept.Com and alexa internet, very strong internet session this morning. Nasdaq up still about 20 points, mark, we're having a good open, hopefully it will keep it going for the rest of the day. Mark: thank you, tim. Very ... I wonder if grand name companies, if wal-mart moved to the web, if they have all the supply agreements, do they benefit? Are margins so terrible you wouldn't want to be in the business? Seems someone like **amazon.Com** built a brand that's of high value and that people seem to trust the brand as meaning a better internet experience. I'm not sure that we have seen a lot of sort of bricks and mortars companies make t

Apr 27 1999 8:00AM, "CNBC Squawk Box Second Hour", CNBC, NATIONAL, 1483628

Amazon.Com is on a shopping spree, purchasing three closely held on-line companies for \$645 million in stock. The companies being acquired: on-line book and music company exchange.Com, accept.Com, and alexa internet. Mark: our futures right now are up 7.50. Fair value is down at minus

4. So, we're 1 1/2 points above fair value. Doubleclick, as I mentioned before, just to nail that number down for you, repo

Apr 27 1999 7:07AM, "Headline News 7:00 am", CHLN, NATIONAL, 1483047

[07:48:00] Online retailer **amazon.Com** is getting into the electronic greeting card business. The move marks amazon's first free service. The company plans to offer 800 cards in 45 categories. Amazon has also announced the purchases of three other internet firms. The acquisition of rare-item marketplace **exchange.Com**, and e-commerce sites **accept.Com** and **alexa internet** will cost amazon about \$645 million. The purchases should be completed by the end of june.

Apr 27 1999 7:07AM, "Headline News 7:00 am", CHLN, NATIONAL, 1483006

[07:15:09] Greetings from **amazon.Com**. The online retailer is getting into the electronic greeting card business. The move marks amazon's first free service. The company plans to offer 800 cards in 45 categories. Amazon has also announced the purchases of three other internet firms. The acquisition of rare-item marketplace **exchange.Com**, and e-commerce sites **accept.Com** and **alexa internet** will cost amazon about \$645 million. The purchases should be completed by the end of june.

Apr 27 1999 7:00AM, "CNN Before Hours Part 1", CNNE, NATIONAL, 1483059

of \$645 million. **Exchange.Com** is an on-line antiquarian bookstore which sells rare books and rare music. **accept.Com** is a california company that develops ways to make financial transactions simpler. And **alexa internet**, also based in california, is a web navigation service. Bonds in london this morning not much going on up two/32 yield at 5.56%. Today, we are expecting the same report we expected yesterday. s

Apr 27 1999 7:00AM, "CNBC Squawk Box First Hour", CNBC, NATIONAL, 1482818

[07:01:00] **Amazon.Com** is on a shopping spree. The on-line bookseller has agreed to buy three closely held on-line companies for 645 million dollars. The biggest deal is with **exchange.Com**, a rare-book retailer. Amazon is also buying **accept.Com** and **alexa internet**. **Accept** develops electronic commerce technology. **Alexa** is a web navigation service that tracks on-line patterns. Mark: so, they're really broadening the portfolio at amazon. Mark: those, by the way, are records on the nasdaq and on the s&p, closing records. ... terms of stock. I guess, you've got to keep that in mind, but over \$600 to acquire an on-line book and music company where you can find rare music and books, apparently, and then also acquiring **accept.Com** and **alexa internet**. Airborne freight, now yesterday the transportation average got to a pretty nice level where it was only, let me see, I think it's only about 60 or so points from an all-time high, actually about ... at 17 -- doubleclick is trading up fractionally, but the big news is ebay, obviously, on the heels of the better-than-expected earnings. That stock closed 209. The last trade there through instinet is 224. **Amazon.Com** closed at 207 3/16, last trade there 215. That's up. And, of course, america online reports earnings after the closing bell today. That stock yesterday closed at 162. It is trading up at 164 this mor

Apr 27 1999 7:00AM, "Today's Business", CNBC, NATIONAL, 791953

AMAZON.COM will buy EXCHANGE.COM, EXCEPT.COM, ALEXA INTERNET.

Apr 26 1999 5:00PM, "Marketwrap", CNBC, NATIONAL, 791326

Amazon.com is acquiring exchange.com, accept.com and alexa internet.



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I = Interview; GR = Graphic; PC = Press Conference; R = Reader; SI = Studio Interview; T = Teaser; TZ = Teased Segment; V = Visual

Monitoring Report

Alexa
04/26 To 04/27

- 1) **WMAQ All News 67**
WMAQ-AM (CNN) Freq 670 Chicago 4/27/99 7:00-8:00 AM
26.13 TZ; Business with Gary Salem. > Xerox wants to transform itself to copier services company. Announcement expected today. > TZ; Amazon.com swallowing three online firms: Exchange.com, Alexa Internet SP, Accept.com SP. > Toys R Us going online. Benchmark Capital SP bankrolled, has also bankrolled Ebay SP. 27.41
- 2) **Bloomberg Morning News**
PBS Network 4/27/99 6:30-7:00 AM
03.02 TZ; Amazon.com. Amazon.com says they will buy three closely held companies: Exchange.com, Accept.com, and Alexa Internet. GR; Amazon.com Acquisitions. V; Amazon.com online. The total price tag for the companies is \$645 Million dollars and they hope to bring in more customers with new offerings. GR; Shares. 03.50
- 3) **Morning Drive Time**
KGO-AM (ABC) Freq 810 San Francisco/Oakl 4/27/99 6:00-7:00 AM
57.10 Money. > Dow. > Nasdaq. > S&P 500. > AT&T reports better than expected earnings. > IBM boosting dividends 9%. > Disney profits down after Infoseek buyout. > E Bay up 8. > Amazon.com up; buying Accept.com; Alexa of SF. Reporting / Lynn Jimenez. 58.09
- 4) **Business For Breakfast**
KTLK-AM (ABC) Freq 760 Denver 4/27/99 6:00-7:00 AM
34:00 Business. > Recap on Colorado internet use. > Recap on Ascent Entertainment. > Proposed tax cuts won approval in state senate yesterday. > Recap on Comcast, AOL, Microsoft, AT&T, and Media One story. > Recap on AT&T earnings. > Recap on Lockheed Martin and Space Imaging. > Trading. > Dow. > Gold. > Crude. > Bond. > Exchange.Com, Accept.Com and Alexa Internet acquired by Amazon.Com. > Tracking Business Leaders. 39:00.

VIDEO MONITORING SERVICES OF AMERICA, LP

Page: 2

Alexa Continued....

- 5) **News 2 Chicago Morning Show**
WBBM-TV (CBS) CH 2 Chicago 4/27/99 6:00-7:00 AM
 13.39 Bloomberg Report/Vince Lapari. > Amazon.com is buying three closely held online companies for a total of \$645 M, mostly in stock. It is acquiring Exchange.com, Accept.com and Alexa Internet. > Methode (?) Electronics is selling off its printed circuits business and unloading manufacturing facilities in California and New Jersey. > United Airlines will sell 17.5 M shares of its common stock for \$900 M of its investment in Galileo Intl. The money from the sale will be reinvested in its core business and also to pay off debt. > Shares of Newell Rubbermaid have risen 27% in the last 3 months on investor confidence about the company's acquisition of Rubbermaid. Newell Rubbermaid makes Teflon and Levelor. 15.02
- 6) **Business Day**
CNN Cable Network 4/27/99 6:00-7:00 AM
 03.04 Tech Stocks. The NASDAQ hit its 18th record of the year. Ebay reported strong earnings yesterday. Ebay announced it is buying Butterfield & Butterfield. America Online will report earnings today, along with Mindspring and DoubleClick. Amazon announced it bought three websites, Alexa.com, Exchange.com, and Except.com. Bill Tucker reporting live from NASDAQ/AMEX Marketsite. 05.48
- 7) **Good Morning San Jose**
KNTV-TV (ABC) CH 11 San Jose 4/27/99 5:30-7:00 AM
 13.48 T2; Tech Report Scott McGrew reporting. Amazon.com has bought San Francisco's Alexa and Redwood City's Accept.com. I; Jeff Bezos, Founder of Amazon.com, at the Redwood City office of Accept.com telling employees about his purchase. I; Daniel Shader, Accept.com founder, says us and Amazon.com will be an awesome connection. 15.55
- 8) **First Business**
Syndicated 4/27/99 5:30-6:00 AM
 06.32 Amazon.com. Amazon.com is buying Exchange.com, Accept.com and Alexa Internet. 06.50
- 9) **Channel Two News This Morning**
WCBS-TV (CBS) CH 2 New York 4/27/99 5:30-7:00 AM
 42.40 Money > Stock review. > AOL & AT&T earnings today. > Amazon.com buying 3 on line companies for stock. Exchange, Accept & Alexa are the companies. > Toys R Us to invest in an internet sales unit. > SEC Chariman Arthur Levitt says Americans need more education on investing. > More movies in NYC says Price Waterhouse/Coopers Survey. > Big Brokers battling on line trading. > Stock review. 44.43
- 10) **Newscenter Four Daybreak**
KRON-TV (NBC) CH 4 San Francisco/Oakland 4/27/99 5:00-7:00 AM
 42.00 High-tech Business. > Butterfield & Butterfield is being bought by E-Bay. > Amazon.com is buying Accept. com, Exchange.com and Alexa-Internet. Amazon.com will be entering the electronic greeting card business. 42.42

VIDEO MONITORING SERVICES OF AMERICA, LP

Page: 3

Alexa Continued....

10) Newscenter Four Daybreak [continued...]**KRON-TV (NBC) CH 4 San Francisco/Oakland****4/27/99****5:00-7:00 AM**

1.39.22 High-tech Business. > Butterfield & Butterfield is being bought by E-Bay. > Amazon.com is buying Accept.com, Exchange.com and Alexa-Internet. Amazon.com will be entering the electronic greeting card business. 1.42.42

* * *

1.42.42 High-Tech Business Stan Burger, > Booming business is now in aerial imaging. Iconis(sp?) One satellite built by Lockheed Martin will be launched later this morning from Vandenberg AFB. V; Lockheed Martin Corporation. V; Lockheed Martin animation. You can watch the launch online. Colorado company, Space Imaging, is the company behind the imaging. V; Vandenberg Launch site as seen from space. > Chernobyl Virus. > Alexa Internet has been taking snapshots of the web. They are archiving this for scholarly research and other reasons. 1.43.00

11) Bloomberg News**Bloomberg Information TV (IND)****4/27/99****5:00-5:30 AM**

19.12 Amazon.com. Amazon.com will buy three companies for \$645 bill. mostly in stock. GR; A River Runs Through Them: Exchange.com, Accept.com and Alexa Internet. Amazon previously purchased Livebid.com and Pets.com. V; Amazon.com web site. Shares fell \$3. GR; Amazon.com Inc. 19.49

12) KNTV News Nightside**KNTV-TV (ABC) CH 11 San Jose****4/26/99****11:00-11:30 PM**

13.48 TZ; Tech Report Scott McGrew reporting. Amazon.com has bought San Francisco's Alexa and Redwood City's Accept.com. I; Jeff Bezos, Founder of Amazon.com, at the Redwood City office of Accept.com telling employees about his purchase. I; Daniel Shader, Accept.com founder, says us and Amazon.com will be an awesome connection. 15.55

Alexa Continued....

13) ZD-TV Network News ZDTV (Cable)

4/26/99

11:00-11:30 PM

05:44 TZ; Stock Market. > Stock market. GR; Stock Quotes. IBM was one of the big gainers on the Dow. Last week IBM topped Wall Street estimates with its quarterly earnings. > High tech stocks. Ebay released earnings today and hurdled analyst estimates. GR; eBay web site. Ebay returned a profit of 5 cents a share on sales of \$34 million, which was almost double what First Call had predicted. GR; Butterfield & Butterfield web site. Ebay announced that it will buy Butterfield & Butterfield, an online auction company, for \$260 million. GR; Ebay stock, which was up today. Butterfield & Butterfield had filed to go public but withdrew those plans. V; Interior Amazon.com. GR; Amazon.com web site. After the bell Amazon announced that it will buy Alexa Internet, a company that offers a free advertising supported web navigation service. GR; Alexa web site. Amazon is also buying Exchange.com, a company that operates Bibliofind.com and Musicfile.com. GR; Exchange.com web site. GR; Accept.com web site. Amazon will also purchase research company Accept.com. Cybercash released 1st quarter earnings today. It reported a loss of 40 cents a share but revenue was up 300% from last year. A ZDTV investor has a stake in Cybercash. Ticketmaster Online Citysearch also reported earnings, reporting a 25 cents a share loss, with sales almost doubling to \$16 million. To get news about other companies who reported earnings today go to www.zdii.com. Fore Systems web site. Fore Systems was the most active stock on the NASDAQ today going up on news that Britain's General Electric Co. will buy the company for \$4.5 billion. Fore Systems computer network gear created special effects in movies like "Babe". GR;

* * *

ETrade web site.

* * *

ETrade stock was up today.

* * *

ETrade said today that it now has 1 million customer accounts. A ZDTV investor has a stake in

* * *

ETrade. GR; Priceline.com. Priceline.com stock was up today after it said it had more than 1 million customers. Shares also got a boost when Bank Boston Robertson Stephens started coverage of Priceline with a buy rating. Ostman.com reports that Commerce One and Autowool(?) Corp will file for and IPO. Lynn Esposto reporting. 09:35

14) WB News

KBWB-TV (WB) CH 20 San Francisco/Oakland

4/26/99

10:00-11:00 PM

24:20 Tz; Tech Report with Scott McGrew >Amazon. com: has bought ALEXA and Accept.com; I; Jeff Bezos, Amazon founder, says this will make Ecommerce better for the consumer; V; shots of him meeting with Accept.com employees; I; Pat Hughes, Accept.com, says this will strengthen both companies. >EBay: has bought the Butterfield & Butterfield Auction House in San Francisco. V; shots of EBay. >Dow Jones/NASDAQ >Chernobyl: V; shots of Boston College, where the virus did hit. >Club Cards: a bill is going through the legislature banning stores from selling data collected. 27:40

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For videocassettes or transcripts of any of the above segments, contact your nearest VMS office

X-Mailer: Microsoft Outlook Express Macintosh Edition - 4.5 (0410)

Date: Tue, 27 Apr 1999 08:07:33 -0700

Subject: New York Times: AMAZON TO BUY ON-LINE BOOK SITE AND 2 OTHER COMPANIES

From: "Quimby Mills" <quimby@antennapr.com>

To: Cynthia Lohr <cynthia@alexa.com>

CC: Christine Gasparac <christine@antennapr.com>
, Jill Pagliaro <jill@antennapr.com>

Quimby Mills
Antenna Group
415 977 1914
quimby@antennapr.com

From: djcustomclips@djinteractive.com

To: 38697

Subject: Alexa: AMAZON TO BUY ON-LINE BOOK SITE AND 2 OTHER COMPANIES

Date: Tue, Apr 27, 1999, 3:42 AM

Business/Financial Desk; Section C

AMAZON TO BUY ON-LINE BOOK SITE AND 2 OTHER COMPANIES

04/27/1999

The New York Times

Page 4, Column 1

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The on-line book and music seller Amazon.com said yesterday that it would buy three Internet companies for a total of \$645 million in stock. The Seattle-based company will acquire the privately held Exchange.com, which runs two Internet sites that match buyers and sellers of hard-to-find books and music. Amazon also said it would take over privately held Accept.com of Redwood City, Calif., which develops ways to simplify Web transactions. The third company is the privately held **Alexa Internet** of San Francisco, which has a Web service that provides supplemental information about Internet sites as they are browsed.

Folder Name: Alexa

Relevance Score on Scale of 100: 100

To review or revise your folder, visit Dow Jones CustomClips
<<http://www.djinteractive.com>> or contact Dow Jones Customer Service by e-mail at custom.news@bis.dowjones.com
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 Also on
CBS MarketWatch

Amazon turns page on three deals

Retailer pays \$645 million for e-commerce properties

By Cecily Fraser, CBS MarketWatch
 Last Update: 6:57 PM ET Apr 26, 1999

[Movers & Shakers](#)
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SEATTLE (CBS.MW) -- Amazon.com said Monday it will pay \$645 million in stock to acquire three privately held e-commerce properties, boosting the range of its offerings by five-fold.

The online book retailer (AMZN: news, msgs) will add more than 12 million book and music items for sale and auction, through the purchase of Exchange.com.

Based in Cambridge, Mass., Exchange.com operates [www.biblioind.com](#), a site for hard-to-find books, and [www.musicfile.com](#), a site for and music recordings and memorabilia.

Biblioind.com's database includes more than 9 million book listings, while MusicFile.com offers over 3 million items for sale by retailers, dealers, and private collectors worldwide. Amazon currently offers customers a choice of 4.7 million titles of books, CDs, videos and other products.

Amazon.com's chief executive officer Jeff Bezos said the acquisition is "a win for the thousands of independent dealers on Biblioind.com and MusicFile.com who will extend their reach to Amazon's 8 million online shoppers."

Additionally, Seattle-based Amazon said it also plans to buy e-commerce company Accept.com and Web navigation service Alexa Internet.

Amazon.com said it will acquire all of the outstanding shares and assume all outstanding options of the three companies. The three acquisitions are expected to close before June 30, subject to shareholder approval.

Amazon.com's stock closed down 2 15/16 to 207 3/16 ahead of the news. **CBSMW**


[Dow tiptoes up as techs fly](#)
[EBay beats Wall Street by 3 cents](#)
[G.E. of Britain to pay \\$4.5 billion for Fore](#)
[Dell gains ground on Compaq](#)
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 Updated:
 4/26/99 7:19:40 PM ET

X-Mailer: Microsoft Outlook Express Macintosh Edition - 4.5 (0410)
Date: Tue, 27 Apr 1999 08:07:11 -0700
Subject: Washington Post: Amazon.com to Buy 3 Net Companies
From: "Quimby Mills" <quimby@antennapr.com>
To: Cynthia Lohr <cynthia@alexa.com>
CC: Christine Gasparac <christine@antennapr.com>
, Jill Pagliaro <jill@antennapr.com>

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Antenna Group
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quimby@antennapr.com

From: djcustomclips@djinteractive.com
To: 38697
Subject: Alexa: Amazon.com to Buy 3 Net Companies
Date: Tue, Apr 27, 1999, 1:54 AM

Financial
Amazon.com to Buy 3 Net Companies

04/27/1999
The Washington Post
FINAL
E03
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Amazon.com Inc. said yesterday it is buying three Internet companies, including one that runs Web marketplaces for used and rare books and musical recordings, for a total of \$645 million in stock.

Amazon said it has agreed to acquire Exchange.com, which runs the used books marketplace bibliofind.com, as well as the rare music and memorabilia site musicfile.com. Each site matches a large network of used books and music dealers with sellers.

Amazon also is buying **Alexa Internet**, a San Francisco company that makes Web navigation software that provides information about the sites people are viewing as they surf the Web and suggests related sites. The third acquisition is Accept.com, an electronic-commerce start-up founded by former Netscape employees that is developing technology for online commercial transactions.

Amazon chief executive Jeff Bezos said Exchange.com would enhance Amazon's existing book and music store because "it further increases our selection of rare and obscure items." Bibliofind.com's database contains more than 9 million used or rare books; Musicfile.com's inventory includes 3 million items.

Amazon, buoyed by its rising stock price, has been on an expansion binge. In

Page 1 of 1



Article 5 of 5

Business
NEWSLINE - BUSINESS / Skin substitute does well in study

04/27/1999
The Patriot Ledger Quincy, MA
Run Of Paper
Page 09
(Copyright 1999)

CANTON -- Organogenesis Inc. said a study showed its skin substitute worked better than high-quality conventional wound treatment to heal foot ulcers on diabetics.

The product, Apligraf, healed more diabetic foot ulcers faster than standard treatment, Organogenesis said.

The study did not examine whether the use of Apligraf prevented complications like infection and amputation, but healing eliminates that risk, Organogenesis spokeswoman Carol Hausner said.

Canton-based Organogenesis intends to apply within 12 months to expand its Food and Drug Administration permit for Apligraf to include treatment of diabetic foot ulcers, the company said.

- Delta pilots sue over shuttle staff ATLANTA -- Delta Air Lines pilots have sued to block the planned use of a commuter airline's planes and crews on a new Delta shuttle service from Boston to Washington.

The pilots union says the shuttle service has always been flown by Delta's own pilots and the airline is acting "in bad faith" by planning to use Comair regional jets on some shuttle flights that begin June 1.

Delta spokeswoman Kay Horner said yesterday that based on a preliminary review of the pilots' complaint, the carrier "believes it is without merit."

Amazon to buy 3 Internet firms

SEATTLE -- Online retailer Amazon.com has been doing some Internet shopping of its own, separately agreeing to purchase three privately held firms for \$645 million.

The Seattle-based company yesterday said it will purchase Exchange.com, an online marketplace for rare, antiquarian and used books and music; Accept.com, an electronic commerce company in Redwood City, Calif.; and Alexa Internet, an Internet navigating company based in San Francisco.

Amazon also announced plans to enter the electronic greeting card business, further expanding the consumer options available from its Internet site.

American Express will tap Chenault NEW YORK -- American Express Co. said yesterday that Kenneth Chenault would succeed Harvey Golub as chief executive in 2001.

Chenault would join Franklin D. Raines, head of the mortgage- financing corporation Fannie Mae, as the only black leaders of Fortune 500 companies.

Chenault, 47, the company's president and chief operating officer, has earned a reputation as a savvy marketer and a determined revenue builder.

-- Patriot Ledger news services



Article 13 of 63

Negocios (Business)

What's News

04/27/1999

Reforma

Page 10

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INTERNACIONAL

Los mas altos funcionarios de economia del Grupo de los Siete paises mas industrializados se reunieron ayer en un ambiente de moderado optimismo, muy distinto al temor de un panico financiero global que se observo en la reunion de hace seis meses.

Toys 'R' Us, cadena de jugueterias de EE.UU., planea crear una filial de ventas por Internet que gozara de una inversion considerable de la firma de capital de riesgo Benchmark Capital. Toys invertira US\$80 millones en la nueva filial.

Cerca de un 30% de los vuelos comerciales diarios en Europa sufren retrasos debido a la campana aerea de la OTAN contra Yugoslavia, dijo Eurocontrol, el organismo regulador del transito aereo en Europa. La agencia buscara presentar rutas alternativas a las aerolineas para enfrentar el problema.

First Union, banco de EE.UU., acordo adquirir la firma de corretaje Everen Securities mediante un intercambio de acciones valorado en unos US\$1.040 millones. Es la segunda firma de este tipo que compra desde fines de 1997, en un intento por depender menos de la banca tradicional.

Bankers Trust, banco de EE.UU. que esta en proceso de ser adquirido por Deutsche Bank, anuncio ganancias de US\$140 millones en el primer trimestre, una caida del 37% que sin embargo fue menos seria de lo que esperaban los analistas.

Amazon.com anuncio tres adquisiciones por un total de US\$645 millones: Exchange.com, una firma de venta de libros de coleccion en linea; Accept.com, que desarrolla tecnologias de comercio electronico; y **Alexa Internet**, un servicio de navegacion. Amazon continua asi su expansion en nuevos sectores de Internet.

Los representantes comerciales de Japon y la Union Europea viajaron a Pekin, uniendose a los esfuerzos del gobierno estadounidense por fraguar un acuerdo que permita que China entre a la Organizacion Mundial de Comercio, quizas a mediados de este ano.

Prudential Securities, Salomon Smith Barney y Merrill Lynch, grandes casas de corretaje de EE.UU., experimentaran con nuevos servicios mas baratos de corretaje electronico para competir contra sus nuevos rivales en linea. Una de sus ideas es cobrar una tarifa unica anual.

Delphi Automotive Systems, empresa de autopartes de EE.UU., firmo un acuerdo con BMW para fabricar vehiculos con una pila de combustible de oxido solido, un sistema alternativo de energia mas limpio que el motor de combustion interna.

REGIONAL

Ahmsa, siderurgica mexicana, aprobo varias medidas para reestructurar su deuda de US\$1.800 millones. La empresa informo que no cumplimiento con pagos de deuda, incluyendo uno de US\$39 millones que vencio el 16 de abril. Tras la noticia, la agencia de calificacion crediticia Moody's redujo su calificacion de deuda sin garantizar de 'B3' a 'Caa3'.

BNDES, el Banco Nacional de Desarrollo de Brasil, anuncio un programa para intercambiar deuda empresarial a cambio de un minimo de US\$1.000 millones de nuevos bonos a 10 anos. Noventa empresas locales podran beneficiarse del plan.

BSCH, banco español, no fusionara los dos principales bancos de Chile, Banco Santiago y Banco Santander. BSCH empleo US\$600 millones para asumir el control de las dos entidades.

Sincor, de Venezuela, planea emitir en el extranjero US\$1.500 millones en bonos a fin de año, según la petrolera noruega Statoil. Sincor es un proyecto de crudo pesado entre Statoil, la local PDVSA y la francesa Total, con un 15%, 38% y 47%, respectivamente.

El PIB de Brasil podría caer un 2% o menos en 1999, superior al 3,8% inicialmente previsto, según Arminio Fraga, presidente del Banco Central. Pedro Malan, el ministro de Hacienda, agregó que las tasas de interés real deberían bajar a un 10% antes de finales de año, y que el PIB debería subir a un 4% en el 2000.

Empresas ICA, constructora mexicana, firmó un contrato de US\$36,4 millones para la construcción y renovación de un hipódromo en Ciudad de México. ICA firmó el contrato con una filial de CIE, empresa local de entretenimiento.

Alto Palermo, filial de centros comerciales de la inmobiliaria argentina IRSA, pedirá la aprobación de sus accionistas para emitir US\$200 millones en bonos.

Dell Computer, fabricante estadounidense de PC, anunciará mañana el lanzamiento de un servicio en línea para clientes de América Latina.

El Ministerio de Economía de Argentina reducirá entre un 15% y un 20% los presupuestos de cada ministerio del país para cumplir su acuerdo con el FMI de recortar US\$1.000 millones en gastos en 1999, según la prensa local.

Correcciones y Ampliaciones

En nuestra edición de ayer, se aludió incorrectamente a la venta de aeropuertos en México. Debí decir que el gobierno esperaba sacar a bolsa después de septiembre un porcentaje no determinado de un grupo de aeropuertos, en el sureste del país.

Descriptores:

Columna What's News

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BUSINESS TECHNOLOGY NOTEBOOK

04/27/1999
The Orange County Register
MORNING
Page c05

Amazon.com set to purchase three Internet companies

Online book and music seller Amazon.com said Monday that it would buy three Internet companies - a rare book and music sales site, an e-commerce firm and a Web navigation service.

Under the deals, valued at a total of about \$645 million in stock, Amazon.com will acquire privately held Exchange.com, which runs an Internet "marketplace" that matches buyers and sellers of hard-to-find books and music at two Web sites, www.bibliofind.com and www.musicfile.com.

Seattle-based Amazon also said it would acquire privately held Accept.com, a Redwood City-based e-commerce company developing methods of simplifying Web transactions, and privately held **Alexa Internet**, a San Francisco company that has developed a free, advertising-supported Web navigation service.

Amazon.com said the purchase of Exchange.com, based in Cambridge, Mass., would expand its own book and music offerings. The deal also would allow independent dealers and retailers using the Exchange.com sites to sell and auction hard-to-find books, recordings and memorabilia to Amazon.com's 8 million online shoppers.

Pathfinder shut down: Time Warner Inc. is shutting down Pathfinder, a pioneering Internet site it created five years ago that was surpassed in popularity by the online magazines it featured.

Time Warner said Monday that Web surfers preferred to go directly to the individual sites of magazines such as Money and Time, which the company has promoted far more heavily than the Pathfinder destination.

Launched in 1994, before the World Wide Web was a household name, the Pathfinder site was heralded by Time Warner as an easy-to-use gateway to its magazine trove.

Fastest Celeron chip: Semiconductor maker Intel introduced its fastest chip yet for the low end of the PC market, a Celeron chip running at 466 megahertz, in a continuing drive to gain market share in the low-cost consumer segment.

Intel also launched a chip set to work with the Celeron, adding more functions and reducing the overall cost of a PC motherboard, the main board of a personal computer.

The chip set, called the Intel 810 chip set, integrates three-dimensional graphics and enables software-based audio, modem and digital versatile disk functions that would typically require additional add-in cards.

Network sued: Network Associates Inc., the No. 1 maker of network security and management software, has been sued by shareholders who say its executives artificially inflated the company's stock.

The suit alleges that Network Associates, its chief executive, William L. Larson, and three other top executives misstated the Santa Clara-based company's financial condition and engaged in improper accounting practices.

The defendants' goal, according to the complaint, was to complete a \$705.7 million acquisition last year of Dr. Solomon's Group, Britain's top computer antivirus software maker; raise \$300 million; and make \$33 million from illegal insider trading. The suit was filed as a class-action by investors Robert E. Alschuler and Gerald R. Labiner.



Alexa

Article 20 of 63

Amazon Pays \$645m in Stock for Three Acquisitions.

04/27/1999

Network Briefing

NA

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Amazon.com Inc, in keeping with a strategy of building up its services and brand name instead of looking for near-term profits, said Monday that it made three acquisitions at a total cost of \$645m in stock. The online retailer bought Exchange.com Inc, a Cambridge, Massachusetts-based company that offers hard-to-find, antiquarian, and used books at www.bibliofind.com, and hard-to-find recordings and music memorabilia at www.musicfile.com. Bibliofind is said to offer more than nine million items, while MusicFile has more than three million items for sale. Amazon said the acquisition will greatly increase its selection of rare and obscure goods, while giving the independent dealers who use the two services access to its estimated eight million online shoppers. Amazon has also agreed to buy Redwood City, California-based Accept.com Inc, which is described as an e-commerce company that is developing technology to simplify person-to-person and business-to-consumer transactions on the internet. Amazon was no more specific about the company's offerings or how they would be integrated into its business. The third company being acquired is **Alexa Internet Inc**, which offers a free advertising-supported web navigation service that works with internet browsers to provide users with information about sites being viewed and make suggestions on related sites. Again, Amazon declined to elaborate on its plans for the San Francisco-based company. Amazon said it is acquiring all of the outstanding shares and assuming all outstanding options of the three companies and the deals are expected to close before June 30. All three transactions will accounted as purchases and are subject to customary closing conditions, including shareholder and regulatory approval. No further financial details were disclosed.

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Alexa

Article 21 of 63

Net gain for GEC

CITY VIEW: PETER CLARKE

04/27/1999

Evening News - Scotland

The Scotsman Publications Limited

1

Page 24

(Copyright 1999)

WHICHEVER way you move, the Internet is making the market news - Kingfisher is linking up with Group Arnault of France to launch the first free European wide Internet service. GEC is spending GBP 2.8 billion on buying a US Internet equipment business, W H Smith is launching a free Internet online facility and Amazon the Internet bookshop is going on a spending spree of GBP 403 million buying up rivals.

The effect of all this ebullience is to push the rest of the markets up. Both the FTSE London Index and the Wall Street Index seem poised to break their record levels yet again. Kosovo? The markets have not noticed.

The GEC, it has to be remembered, has sold off its defence electronics business. It is now an Internet company. It has paid \$35 per share for Fore Systems. The stockmarket liked the news so much it bumped up GEC's share price by five per cent. GEC's other purchase was the GBP 1.3m acquisition of Reltec, a company which supplies data to the Internet.

Kingfisher is calling its new venture Libertysurf, 40 per cent will be owned by Arnault, 40 per cent by Kingfisher and 20 per cent held by the managers and a small cluster of technical partners.

You might think a company offering to sell its wares for free ought to frighten its owners and the stockmarket, but as Dixons has already proved, free Internet facilities can generate a captive market of many millions who then are easily sold other facilities.

The proof of the power of free Internet services is the launch today of W H Smith's Online in league with BT and Microsoft. For the discerning consumer there are now five major league, free Internet servers, all of which seem destined to make their host companies ultra-hot properties on the market.

AMAZON ON MOVE

TO add to the excitement, Amazon, the online bookshop, has bought up three related businesses. It announces the acquisition of exchange.com, the antiquarian and specialist bookseller, accept.com, the California e-com company, and **Alexa Internet**, another e-market company based in San Francisco.

It is an enjoyable paradox that the best way to find old books or new books or old music recordings is now to surf on the Amazon pages. From a standing start it has completely overwhelmed the traditional book market.

Amazon continues the habit of cyberspace companies offering free facilities to entice new customers.

Amazon's ingenious new offer is to present an all-encompassing greeting card service for its subscribers. Card senders can design their own messages to accompany thousands of illustrations, photographs or animations. Other Internet firms provide the same service but they charge, Amazon promises to be free. This is no altruism, Amazon knows it can convert every new customer for a "free" service into someone who will pay for other facilities.

All this activity shows the extraordinary evolution of the marketplace. Most of us will still think of GEC as the defence manufacturer. It is almost an abstraction in the new cyber world. We naturally think of bookshops as the place to buy books but we are wrong. We think of W H Smith as a place to buy stationery or newspapers but that is ceasing to be its main business. We think of Kingfisher as being the owner of DIY stores but it is becoming an avalanche of data services.

BUSINESS

TUESDAY, APRIL 27, 1999

Amazon.com To Acquire 3 Online Firms

By Jon Swartz
CHRONICLE STAFF WRITER

Further polishing its e-commerce site, Amazon.com yesterday agreed to buy three online companies, including Alexa Internet, a free Web navigation service in San Francisco, and Redwood City e-commerce firm Accept.com for \$645 million in stock.

The other company is Exchange.com, an online retailer of rare books and music.

The acquisitions are the latest in a shopping spree by Amazon.com chief executive Jeff Bezos to expand the Seattle retailer's selection of products and services and to attract more consumers to its Web site. Earlier this year, the seller of books and CDs announced plans to purchase virtual auctioneer LiveBid.com and made investments in Drugstore.com and Pets.com.

Amazon.com announced its newest purchases after the market closed. Its stock — which slid \$2.94, to \$207.19, earlier in the day — rose as high as \$211 in after-hours trading. The acquisitions are expected to close before June 30; Amazon.com officials

Amazon.com to Buy 3 Firms

► **ONLINE**
From Page B1

wouldn't break out how much they paid for each company.

"People here are jazzed. There are few cooler companies on the Internet than Amazon.com," said Brewster Kahle, co-founder and CEO of Alexa Internet, which employs 50. "It allows us to replace high-octane fuel with rocket fuel in our gas tanks."

Amazon.com will employ Alexa Internet's technology to help its users comparison shop and receive recommendations about other Web sites.

Accept.com, which is developing ways to simplify business-to-consumer and person-to-person transactions over the Net, should play a key role in making Amazon.com even easier to use for its 8 million online shoppers, according to officials of both companies.

"Combining with them, we can do things we never imagined," said Daniel Shader, chief executive of Accept.com, which employs 25. "They have tremendous consumer reach, plenty of resources and brand-name recognition. We're really fired up."

While Alexa Internet will function as a wholly owned subsidiary in San Francisco, Accept.com is moving operations to Seattle. Amazon.com's most important pickup may be Exchange.com, according to analysts.

The Cambridge, Mass., startup operates an Internet "marketplace" that matches buyers and sellers of hard-to-find books and music at two Web sites, www.bibliofind.com and www.musicfile.com.

Bibliofind.com has a database of more than 9 million hard-to-find books. MusicFile.com has more than 3 million items for sale by retailers, dealers and private collectors.

By comparison, Amazon.com boasts a selection of 4.7 million books, records and videotapes. Its site drew 11 million visitors last month, making it the 10th most-visited destination on the Web.

"This is a win for Amazon.com customers because it further increases our selection of rare and obscure items," Amazon.com CEO Jeff Bezos said in a statement.

Chronicle wire services contributed to this report.

► **ONLINE:** Page B2 Col. 4



WASHINGTON POST
Washington, DC

Morning Circulation - 808,884

FINAL EDITION
APRIL 27, 1999

Bacon's

3985-F

Amazon.com to Buy 3 Net Companies

Amazon.com Inc. said yesterday it is buying three Internet companies, including one that runs Web marketplaces for used and rare books and musical recordings, for a total of \$645 million in stock.

Amazon said it has agreed to acquire Exchange.com, which runs the used books marketplace bibliofind.com, as well as the rare music and memorabilia site musicfile.com. Each site matches a large network of used books and music dealers with sellers.

Amazon also is buying Alexa

Internet, a San Francisco company that makes Web navigation software that provides information about the sites people are viewing as they surf the Web and suggests related sites. The third acquisition is Accept.com, an electronic-commerce start-up founded by former Netscape employees that is developing technology for online commercial transactions.

Amazon chief executive Jeff Bezos said Exchange.com would enhance Amazon's existing book and music store because "it further increases

our selection of rare and obscure items." Bibliofind.com's database contains more than 9 million used or rare books; Musicfile.com's inventory includes 3 million items.

Amazon, buoyed by its rising stock price, has been on an expansion binge. In the past month it launched an auction service at its own site and said it is buying Seattle-based Web auctioneer LiveBid.com Inc. Earlier this year, the company disclosed it was buying 50 percent of pets.com Inc. and more than 40 percent of Drugstore.com Inc.

Wed, May 12, 1999 3:24 PM

Business; Financial Desk

Technology Amazon to Buy 3 More Internet Firms

LESLIE HELM

04/27/1999

Los Angeles Times

Home Edition

C-2

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SEATTLE -- Continuing its aggressive expansion, Amazon.com said Monday that it will spend \$645 million in stock to acquire three Internet companies: an online dealer in used books and recordings, a company that helps users find sites on the Web and a start-up electronic-commerce site.

Amazon's proposed acquisition of Cambridge, Mass.-based Exchange.com would build on the company's existing book and record business. Although Amazon boasts a selection of 4.7 million books, records and videotapes, Exchange has 12 million items. Through two separate Web sites, Exchange offers an online market where thousands of dealers and other sellers of hard-to-find books and recordings can make their products available.

Through its proposed acquisition of San Francisco-based **Alexa Internet**, Amazon would add to its already formidable portfolio of Internet search products such as Junglee, which allows consumers to comparison-shop. Web surfers using Alexa are offered recommendations about other Web sites they might find interesting.

Amazon's third proposed acquisition is Accept.com, a Redwood City, Calif.-based e-commerce technology company.

Analysts said the proposed acquisitions represent an aggressive effort by Amazon to become a key Internet destination. The company recently invested in an online drugstore and is reportedly close to announcing an investment in an online grocery business.

Amazon is also set to announce today a free greeting card service designed to bring more traffic to its site.

Wed, May 12, 1999 3:24 PM

"Sending a greetings card just takes 30 seconds, and it's a low-risk way to introduce people to what we offer," said David Risher, Amazon's senior vice president for product development.

In spite of its widely publicized success, Amazon.com ranks 10th in number of visitors to its site, with less than 11 million last month. That puts it behind Blue Mountain, a site that offers only greeting cards.



Alexa

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BUSINESS AMAZON.COM GOES ONLINE SHOPPING HELEN JUNG

04/27/1999
The Seattle Times
FINAL
Page C1
(Copyright 1999)

THE INTERNET RETAIL king purchases book and music seller Exchange.com and adds free electronic cards to its site.

Seattle-based Internet retailer Amazon.com today is expanding its nonbook business yet again, this time with a product not designed to add any immediate income - free electronic cards.

The announcement comes one day after Amazon.com said it plans to buy Cambridge, Mass.-based Exchange.com to deepen its hard-to-find book and music offerings for sale and for auction.

Amazon.com also announced plans to acquire two Silicon Valley companies - Accept.com, which develops software to simplify online commercial transactions, and **Alexa Internet**, which helps Internet users navigate Web sites and directs them to related sites.

The three acquisitions total about \$645 million in stock and are expected to close before June 30.

The deals and greeting-card expansion helped boost Amazon.com's stock as much as \$14.062 to \$221.25 today, but it later joined the retreat of Internet stocks and fell \$1.25 cents to \$206.938 in late trading.

Starting today, the Amazon.com page will feature a sixth tab at the top of the page, linking users to the online-cards store. Customers can select from 800 photographic, animated or other cards and include a personal greeting. The recipient will be notified via e-mail and can link onto the site that carries the card.

The premise is similar to other Internet card vendors, including Blue Mountain Arts, which was the 13th-most-visited site on the Internet in March, according to ratings company Media Metrix. Amazon.com was 15th for that same period.

Customers don't need to register beyond giving their and the recipient's e-mail address, said David Risher, senior vice president, product development. The idea is to offer customers an easy, no-cost way of getting into the Amazon.com site and getting comfortable with the company, he said.

Amazon.com's expansion means another link on a Web site that is increasingly crowded and will prompt a redesign, Risher said.

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Amazon.com Adds Free Electronic Cards

Helen Jung

04/27/1999

KRTBN Knight-Ridder Tribune Business News: The Seattle Times - Washington

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Seattle-based Internet retailer Amazon.com today is expanding its nonbook business yet again, this time with a product not designed to add any immediate income -- free electronic cards.

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Amazon.com's expansion means another link on a Web site that is increasingly crowded and will prompt a redesign to keep it easy for customers to use, Risher said.

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Business THE TICKER

04/27/1999
New York Daily News
Page 26
(Copyright 1999 Daily News, L.P.)

Bad advice costly to retailer, consultant

Ernst & Young will pay \$185 million to settle claims it provided incompetent and fraudulent advice as a consultant for the now-defunct Merry-Go-Round clothing chain. Merry-Go-Round hired Ernst & Young in 1993 to help it devise a bankruptcy reorganization strategy. But the \$3.8 billion lawsuit, filed by a bankruptcy trustee, alleges Ernst & Young instead contributed to the retailer's demise, claiming that Ernst & Young assigned inexperienced people to the job and moved too slowly to fix Merry-Go-Round's finances.

Greening of Big Blue

IBM's stock surged 101/8 yesterday to another record, a day ahead of the computer maker's annual meeting, when it is expected to boost the quarterly dividend from 22 cents to 24 cents. The stock closed at \$209.87, still gaining steam from last week's first-quarter profits report. Shareholders are expected to approve IBM's previously announced two-for-one stock split. Big Blue also said it will continue to buy back its stock at an undetermined rate.

Amazon buying spree

Online book and music seller Amazon.com said it would buy three Internet companies in deals valued at a total of about \$645 million in stock. It will acquire privately held Exchange.com, which runs an Internet "marketplace" that matches buyers and sellers of hard-to-find books and music at two Web sites, www.bibliofind.com and www.musicfile.com. It also is buying privately held Accept.com (www.accept.com), an E-commerce company developing methods of simplifying Web transactions, and privately held Alexa Internet (www.alexa.com), which has developed a free, advertising-supported Web navigation service. The news was released after the markets closed. Amazon fell 2 15/16 to \$207.18.

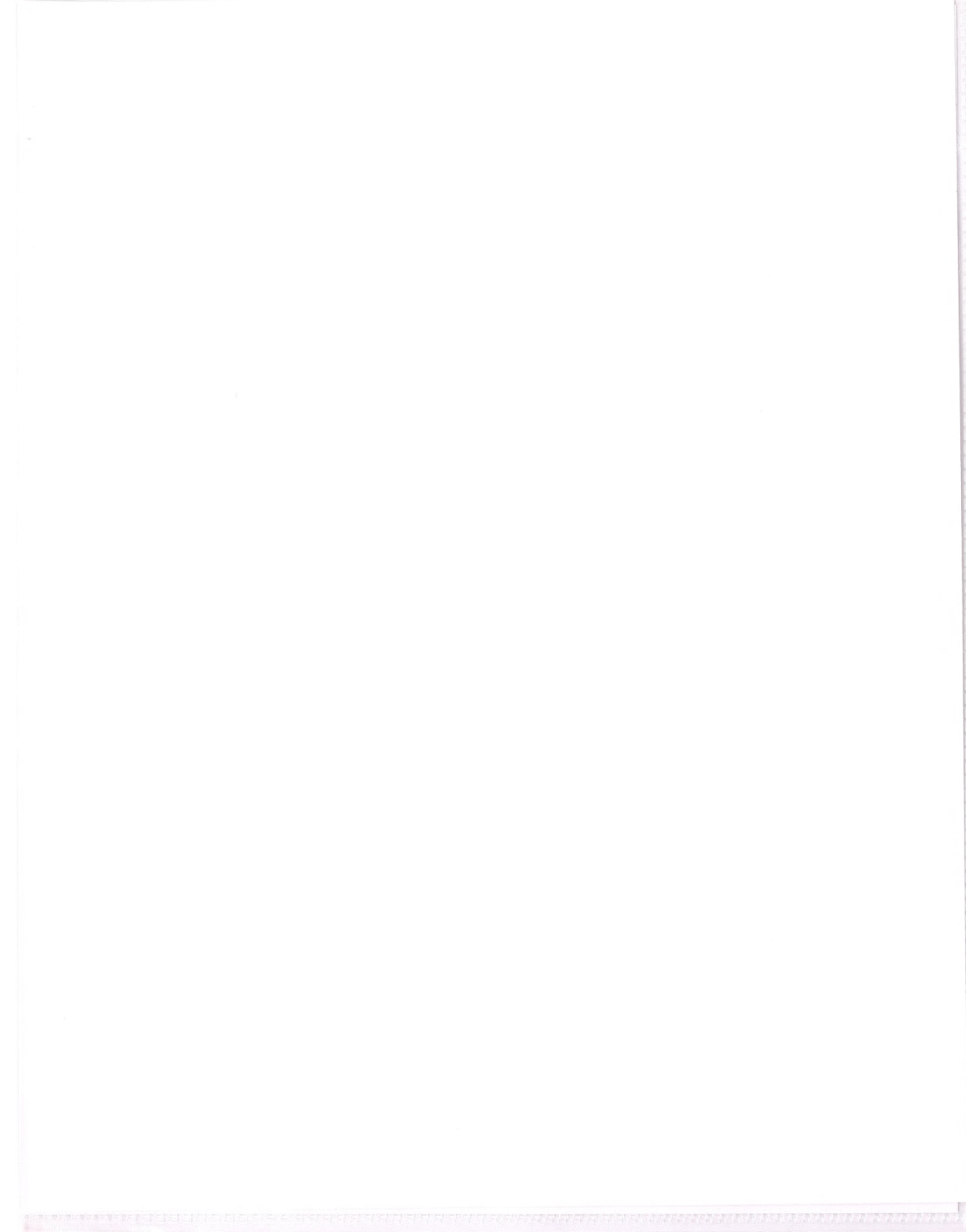
Roster change

Pay-per-view company Ascent Entertainment Group said it is selling its Denver Nuggets pro basketball and Colorado Avalanche pro hockey teams and their future home, the Pepsi Center, to a private partnership for about \$400 million. The partnership is controlled by William and Nancy Walton Laurie, who are private investors and horse breeders. Charlie Lyons will continue as CEO until the deal closes, then become president of the partnership. He will own an interest in the partnership, Ascent said in a statement.

T bill rates rise

The Treasury Department sold \$7.51 billion in three-month bills at a discount rate of 4.335%, up from 4.23% last week. An additional \$7.51 billion was sold in six-month bills at a rate of 4.41%, up from 4.37%.

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BUSINESS
Nation & World
Business briefs / Nation & World

04/27/1999
Houston Chronicle
3 STAR
Page 2
(Copyright 1999)

Short-term rates up at treasury auction

WASHINGTON - Interest rates on short-term treasury securities rose in Monday's auction.

The Treasury Department sold \$7.51 billion in three-month bills at a discount rate of 4.335 percent, up from 4.230 percent last week. An additional \$7.51 billion was sold in six-month bills at a rate of 4.410 percent, up from 4.370 percent.

The Federal Reserve said the average yield for one-year treasury bills, the most popular index for making changes in adjustable rate mortgages, rose to 4.70 percent from 4.67 percent.

Amazon.com to buy three companies

SEATTLE - Amazon.com has agreed to buy three closely held companies including book and music retailer Exchange.com for a total of \$645 million, mostly in stock.

The other two companies are Accept.com, which is developing ways to simplify transactions over the Internet, and **Alexa Internet**, which offers a free service to help navigate the Web.

Online dealer EBay to buy auction house

SAN JOSE, Calif. - Online auctioneer eBay said Monday that it has agreed to acquire closely held Butterfield & Butterfield Auctioneers Corp. for \$260 million.

EBay said the deal, expected to close sometime this spring, will bring fine and decorative art and collectibles to its online operations.

Britain's GEC to buy Fore Systems in U.S.

LONDON - General Electric Co. PLC, Britain's largest electrical engineering company, has agreed to pay \$4.5 billion in cash for Fore Systems.

Fore makes advanced computer-networking switches used by phone companies to combine data with regular phone traffic.

GEC will pay \$35 a share. Pittsburgh-based Fore's shares rose 9 1/4 to 33 3/4 in trading of 42.9 million.

Boeing pledges to lift profits, stock value

LOS ANGELES - Boeing Co. on Monday promised to deliver higher profits and stock value to shareholders.

Phil Condit, chairman and chief executive officer of Seattle-based Boeing, told shareholders the company is solving problems that led to losses in 1997 and depressed earnings in 1998.

Ernst & Young settles dispute over retailer

BALTIMORE - Ernst & Young will pay \$185 million to settle claims it provided incompetent and fraudulent advice as a consultant for the now-defunct Merry-Go-Round clothing chain.

The \$3.8 billion lawsuit, filed by a bankruptcy trustee, alleged that Ernst & Young contributed to the retailer's demise, charging that Ernst & Young assigned inexperienced people to the job and moved too slowly to fix Merry-Go-Round's finances.

A trial in the case had been scheduled to start Monday. Ernst & Young did not acknowledge wrongdoing in agreeing to the settlement.

Bloomberg News, Reuters, the Associated Press and Chronicle staff contribute to this report.

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BUSINESS

Inside Briefcase

REGION AMAZON.COM BUYS 3 FIRMS FOR \$645 MILLION, MOSTLY IN STOCK

From wire reports

04/27/1999

Portland Oregonian

SUNRISE

Page B02

(Copyright (c) The Oregonian 1999)

SEATTLE -- Amazon.com Inc., the largest Internet retailer, agreed Monday to buy three closely held companies including book and music retailer Exchange.com for a total of \$645 million, mostly in stock.

The other two companies are Accept.com, which is developing ways to simplify transactions over the Internet, and **Alexa Internet**, which offers a free service to help navigate the Web.

The three latest acquisitions are expected to close before June 30. Amazon.com wouldn't break out how much it agreed to pay for each company.

Pacific Horizon will distribute San Miguel beer in region

Pacific Horizon, a Portland-based joint-venture partnership, has won authorization from San Miguel Brewing International Ltd. to distribute San Miguel Premium Lager in the Northwest.

The beer, the No. 1-selling premium brand in Southeast Asia, is being reintroduced after having been withdrawn from the area. The beer has not been available in Oregon and Washington since the early 90s, said Joe Nadal, one of the Pacific Horizon partners.

Nadal said San Miguel will be distributed by six beverage wholesalers in the two states. The beer will be available by the first week in May or sooner, he said, first in Asian restaurants and independent groceries that carry imported beers. Then, within a month, it will begin appearing in two or three large supermarket chains in the Portland area.

The partners in Pacific Horizon are Joe and Diana Nadal of Portland and Dino and Elvie Marasigan of Oregon City. Joe Nadal said Pacific Horizon was formed in late 1997, and that negotiations with San Miguel led to signing of the distribution agreement in February.

Microsoft plans to acquire calendar, address service

REDMOND, Wash. -- Microsoft Corp. is acquiring Jump Networks Inc., a provider of Internet-based calendar and address book services, to augment the MSN network.

Terms of the acquisition announced Monday were not disclosed.

Jump's services will be folded into MSN Hotmail, a free Web-based e-mail service with 40 million subscribers, said Marty Taucher, director of MSN network communications.

The companies said MSN users would be able to access their e-mail, address books and calendars from any Internet-connected computer.

The addition of Jump also will make it easier to notify MSN consumers of future events or product offerings in which they may be interested and allow automatic purchase of goods and services, the companies said.

Jump's work force, fewer than 20 people, will move from offices in Mountain View, Calif., to the MSN Hotmail

operation in San Jose, Calif. No layoffs are planned, Taucher said.

Nation

GOP faces reality of another push to hike minimum wage

WASHINGTON -- Through gritted teeth, majority Republicans in Congress are struggling for the second time in four years with potentially unstopable demands for an increase in the minimum wage.

"I'm practical enough to know it's going to happen" in the House, said Rep. Cass Ballenger, an ally of business who is chairman of a key subcommittee. "Why wait till the ax falls?" asked the North Carolina Republican, who promised that any measure will include tax breaks or changes in labor law designed as sweeteners to business groups that oppose a wage increase.

As was the case three years ago, the ax is in the hands of minority Democrats as well as New York Rep. Jack Quinn and other moderate Republicans with ties to organized labor. They argue that the lowest-paid workers deserve to benefit from the longest expansion in U.S. peacetime history.

The sparring begins in earnest today as a House committee has scheduled a hearing.

Chock Full O'Nuts chairman criticized for stock purchase

WASHINGTON -- Money manager Mario Gabelli on Monday called for the resignation of Norman Alexander as chairman of Chock Full O'Nuts Corp., saying recent stock purchases by the executive raised "moral and ethical questions."

Alexander bought more than 530,000 company shares in February at \$5 a share without disclosing that Chock Full O'Nuts previously had received several buyout offers from Chicago-based Sara Lee Corp. at a higher price. Sara Lee filed documents with the U.S. Securities and Exchange Commission last week saying that it wanted to acquire New York-based Chock Full O'Nuts at \$10.50 a share.

Chock Full O'Nuts officials say Alexander bought the shares four months after the company's last contact with Sara Lee. An Alexander trust and a company he controls bought the shares at the request of the seller and received clearance from legal counsel to make the purchase, said Fred Spar, an outside spokesman for Chock Full O'Nuts.

Gabelli, who says his funds hold a 15.82 percent stake in Chock Full O'Nuts, acknowledged in a letter dated April 23 that the stock purchase by Alexander may have been legal. Gabelli objected on other grounds.

Ernst & Young LLP will settle fraud suit for \$185 million

BALTIMORE -- Ernst & Young LLP, the world's fourth-largest accounting firm, will pay \$185 million to settle a lawsuit by the bankruptcy trustee of defunct retailer Merry-Go-Round Enterprises Inc. over allegedly bad advice Ernst & Young provided during the company's bankruptcy, one of the trustee's lawyers said Monday.

The settlement came as the trial in Merry-Go-Round Trustee Deborah Devan's fraud suit against Ernst & Young was scheduled to begin in state court in Baltimore, said Arnold Weiner, one of Devan's lawyers.

The case has been watched by management consulting companies, who fear it will prompt a new wave of lawsuits over strategies used to rehabilitate troubled companies.

Devan's suit contended that Ernst & Young and its Young International Inc. unit mishandled Merry-Go-Round's turnaround efforts by not advising management to liquidate the company immediately after filing for Chapter 11 protection in January 1994.

The once-trendy retailer, which targeted the youth market, had years of losses before the filing. Merry-Go-Round officials later converted the bankruptcy case to a liquidation.

World

British Airways seeks person who set off false crash alarm

LONDON -- British Airways said Monday it is trying to find the prankster passenger who triggered a false crash alarm on a London- bound flight from San Francisco that terrified some of the 391 passengers.

The recorded announcement is kept under a plastic flap in the chief flight attendant's office near the galley and is difficult if not impossible to trigger accidentally. Someone had to lift the lid and push the button, the airline said.

The recorded announcement, played some three hours after Flight BA286 took off on Friday, told passengers that the Boeing 747 was about to crash into the sea and ordered them to put on life jackets and adopt the brace position.

The airline apologized for the false alarm, but said it was sure that the staff was not to blame. Crew members quickly realized the error, switched off the tape, and went around reassuring passengers, and the captain apologized, said Tobin.

Tobin said investigations are continuing to search for the culprit.

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Alexa

Article 27 of 63

BUSINESS DIARY DIARY

04/27/1999

The Plain Dealer Cleveland, OH

FINAL / ALL

Page 1C

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INTERNATIONAL

"V V"

Honda Motor Co. has ended production of its EV Plus electric- powered car as it prepares to build a hybrid electric-gasoline vehicle later this year. Honda plans to start selling its new car, code-named the "V V," in the United States in November. The two-seat V V subcompact gets 70 miles to the gallon and can travel 700 miles on a single tank of gasoline. The V V will be made at Honda's plant in Tochigi, Japan, which built the EV. Rival Toyota Motor Corp. plans to start selling its own hybrid, the Prius, in the United States in 2000.

NATIONAL

SUING

Delta Air Lines pilots have sued to block the planned use of a commuter airline's planes and crews on a new Delta shuttle service. The Air Line Pilots Association says the shuttle service has always been flown by Delta's own pilots and the airline is acting "in bad faith" by planning to use Comair regional jets on some flights that begin June 1 between Boston and Washington. Delta spokeswoman Kay Horner said yesterday that, based on a preliminary review of the pilots' complaint, the carrier "believes it is without merit" and that Delta is using Comair because the smaller carrier had commuter landing rights at Ronald Reagan Washington National Airport supplementing Delta's own slots in the tightly controlled airport.

DEALS.COM

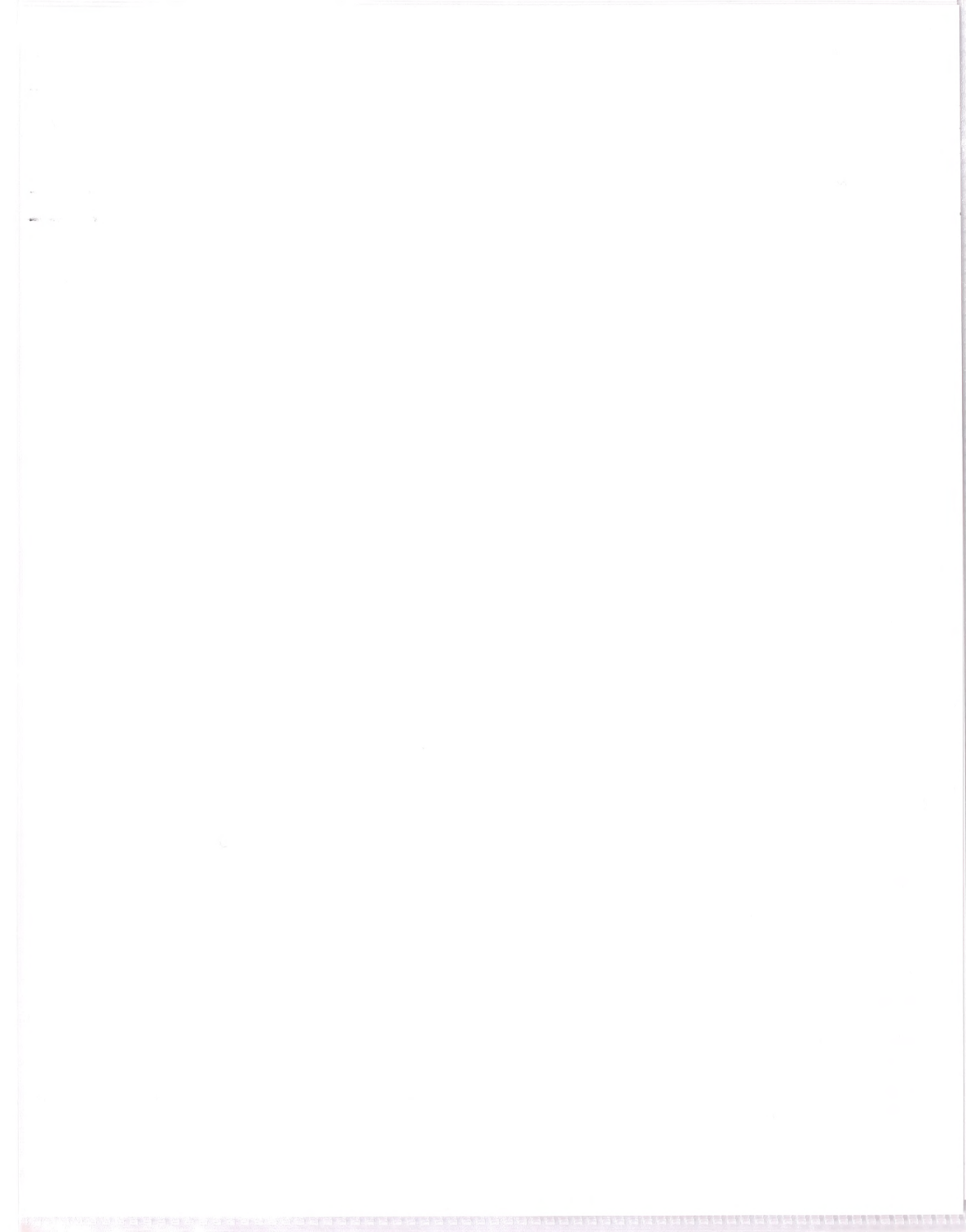
Amazon.com Inc., the largest Internet retailer, has agreed to buy three closely held companies, including book and music retailer Exchange.com, for a total of \$645 million, mostly in stock. The other two companies are Accept.com, which is developing ways to simplify transactions over the Internet, and **Alexa Internet**, which offers a free service to help navigate the Web. Seattle-based Amazon.com declined to break out the cost of each deal.

MORE

US Airways Group Inc. plans to more than double the service offered by its MetroJet discount carrier this year as the sixth- largest U.S. airline defends its business against low-fare competition. US Airways said MetroJet has exceeded its expectations, prompting the airline to press ahead with plans to expand MetroJet to 272 daily flights by October, from 132 in January, with further additions by year-end. It also plans to fly 54 planes by Jan. 1, up from 31 now.

FUEL CELL

Delphi Automotive Systems Corp. has agreed to develop a fuel-cell system for BMW to let Germany's third-largest automaker reduce emissions in its automobiles. Delphi will develop the solid-oxide system for use as an auxiliary power source for gasoline engines. BMW plans to use the fuel cells to provide more energy to its auto electrical systems. Ballard Power Systems Inc., Ford Motor Co., and DaimlerChrysler AG outlined plans last week to test a fleet of vehicles in California that use fuel cells. Royal Dutch/Shell Group and Atlantic Richfield Co. are also participating.





Article 26 of 63

Business

AMAZON.COM GREETS MORE ACQUISITIONS

DAN RICHMAN P-I Reporter

04/27/1999

Seattle Post-Intelligencer

FINAL

Page C1

(Copyright 1999)

Moving to expand what is already the Internet's largest retail site, Seattle's Amazon.com yesterday agreed to buy three closely held online companies. And today, in a bid to attract new customers, it will begin offering electronic greeting cards.

In yesterday's transactions, Amazon.com said it will invest \$645 million, mostly in stock, to buy Exchange.com of Cambridge Mass., Accept.com of Redwood City, Calif. and **Alexa Internet** of San Francisco. Exchange.com is an online seller of rare, hard-to-find and antique books and music. Accept.com is developing ways to simplify transactions over the Internet. **Alexa Internet** offers a free service to help navigate the Web.

Just last month Amazon.com agreed to buy LiveBid.com to add live events to its fledgling auction business. Recently it bought stakes in Drugstore.com and Pets.com, two other Web sites.

"Selection is the number one criterion that online shoppers use to figure out where they're going to shop, and Amazon is clearly increasing its selection in a few different categories" through these acquisitions, said Henry Blodget, an analyst with Merrill Lynch & Co.

Starting today, in a bid to increase traffic to its Internet site, visitors to Amazon.com's Web site will be able to send free electronic greeting cards.

The mega-site sees offering cards as a quick, easy way to attract new prospects. Notified by e-mail that an Amazon.com card awaits them, recipients click on the notification and are taken to a special page on the company's Web site to view it. While there, they're tempted by ads and the color-coded top-tabbed menu bar that has led 8 million online visitors to make purchases at the site.

"We're trying to develop a free service to help people discover Amazon.com as a brand," said Eric Broussard, general manager of the card site.

To lure computer users away from established card sites such as Blue Mountain Arts (bluemountain.com) or Hallmark (hallmark.com), Amazon.com will offer more than 800 card designs, in 45 categories, with images not widely available elsewhere, Broussard said.

The company hasn't projected how many additional visitors the card service may bring, but Broussard said he expects it to be "very popular."

This report includes information from Bloomberg News.

P-I reporter Dan Richman can be reached at 206-448-8032 or danrichman@seattle-pi.com

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Wed, May 12, 1999 3:17 PM

BUSINESS

Amazon.com To Acquire 3 Online Firms

Jon Swartz, Chronicle Staff Writer

04/27/1999

The San Francisco Chronicle

FINAL

B1

(Copyright 1999)

Further polishing its e-commerce site, Amazon.com yesterday agreed to buy three online companies, including Alexa Internet, a free Web navigation service in San Francisco, and Redwood City e-commerce firm Accept.com for \$645 million in stock.

The other company is Exchange.com, an online retailer of rare books and music.

The acquisitions are the latest in a shopping spree by Amazon.com chief executive Jeff Bezos to expand the Seattle retailer's selection of products and services and to attract more consumers to its Web site. Earlier this year, the seller of books and CDs announced plans to purchase virtual auctioneer LiveBid.com and made investments in Drugstore.com and Pets.com.

Amazon.com announced its newest purchases after the market closed. Its stock -- which slid \$2.94, to \$207.19, earlier in the day -- rose as high as \$211 in after-hours trading. The acquisitions are expected to close before June 30; Amazon.com officials wouldn't break out how much they paid for each company.

"People here are jazzed. There are few cooler companies on the Internet than Amazon.com," said Brewster Kahle, co-founder and CEO of Alexa Internet, which employs 50. "It allows us to replace high-octane fuel with rocket fuel in our gas tanks."

Amazon.com will employ Alexa Internet's technology to help its users comparison shop and receive recommendations about other Web sites.

Accept.com, which is developing ways to simplify business-to-consumer and person-to-person transactions over the Net, should play a key role in making Amazon.com even easier to use for its 8 million online shoppers, according to officials of both companies.

Wed, May 12, 1999 3:17 PM

"Combining with them, we can do things we never imagined," said Daniel Shader, chief executive of Accept.com, which employs 25. "They have tremendous consumer reach, plenty of resources and brand-name recognition. We're really fired up."

While Alexa Internet will function as a wholly owned subsidiary in San Francisco, Accept.com is moving operations to Seattle.

Amazon.com's most important pickup may be Exchange.com, according to analysts.

The Cambridge, Mass., startup operates an Internet "marketplace" that matches buyers and sellers of hard-to-find books and music at two Web sites, www.bibliofind.com and www.musicfile.com.

Bibliofind.com has a database of more than 9 million hard-to-find books. MusicFile.com has more than 3 million items for sale by retailers, dealers and private collectors.

By comparison, Amazon.com boasts a selection of 4.7 million books, records and videotapes. Its site drew 11 million visitors last month, making it the 10th most-visited destination on the Web.

"This is a win for Amazon.com customers because it further increases our selection of rare and obscure items," Amazon.com CEO Jeff Bezos said in a statement.



Article 28 of 63

Business

Amazon.com buys 3 firms

The Associated Press

04/27/1999

The Grand Rapids Press

Page B5

(Copyright 1999)

SEATTLE -- Online retailer Amazon.com has been doing some Internet shopping of its own, separately purchasing three privately held firms for \$645 million.

Amazon also announced plans Monday to enter the electronic greeting card business, further expanding the options available from its site.

The Seattle-based company said it will purchase Exchange.com, an online marketplace for rare, antiquarian and used books and music; Accept.com, an e-commerce company in Redwood City, Calif.; and **Alexa Internet**, another e-commerce company based in San Francisco.

Amazon said the Exchange.com acquisition will greatly increase its core book and music offerings and create auction and retail space for Exchange.com's independent dealers.

Exchange.com operates Bibliofind.com, which has more than 9 million used and antiquarian book listings, and MusicFile.com, which offers more than 3 million recordings and music memorabilia for sale.

All three acquisitions are expected to close by June 30.

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Article 34 of 63

BUSINESS

Amazon to buy 3 Internet companies

Leslie Helm

04/27/1999

The Fort Worth Star-Telegram

FINAL AM

Page 2

(Copyright 1999)

SEATTLE - Continuing its aggressive expansion, Amazon.com said yesterday that it will spend \$645 million in stock to acquire three Internet companies: an online dealer in used books and recordings, a company that helps users find sites on the Web and a start-up electronic commerce site.

Amazon's proposed acquisition of Cambridge, Mass.-based Exchange.com builds on the company's existing book and record business. Although Amazon has a selection of 4.7 million books, records and videotapes, Exchange offers an additional 12 million items that visitors to Amazon can choose from. Through two separate Web sites, bibiofind.com and musicfile.com, Exchange offers an online market where thousands of dealers and other sellers of hard-to-find books and recordings can make their products available to a broader public.

Through its acquisition of San Francisco-based **Alexa Internet**, Amazon is adding to its already formidable portfolio of Internet search products such as Junglee, which allows consumers to comparison shop. Web surfers using Alexa are given recommendations about other Web sites they might find interesting.

Amazon's third acquisition is Accept.com, a Redwood City, Calif.-based e-commerce technology company that is closely guarded about its product.

Analysts said the Amazon acquisitions represent an aggressive effort by Amazon to become a key Internet destination. The company recently invested in an online drugstore and is reportedly close to announcing an investment in an online grocery business.

Amazon is also set to announce today a new free greeting card service designed to bring more traffic to its expanding site.

"Sending a greeting card just takes 30 seconds and it's a low-risk way to introduce people to what we offer," said David Risher, Amazon's senior vice president for product development.

In spite of its widely publicized success, Amazon.com is still in 10th place with the less than 11 million visitors it attracted to its site last month. That puts it behind Blue Mountain, a site that offers only greeting cards.

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Alexa

Article 38 of 63

Business

BUSINESS IN BRIEF Johnson Industries acquiring Calif. firm

04/27/1999

The Atlanta Constitution

Home

Page D: 3

(Copyright, The Atlanta Journal and Constitution - 1999)

Johnson Industries, a wholly owned subsidiary of Genuine Parts Co., is expanding to the West Coast with the acquisition of Hunt Automotive Group, an Oakland, Calif.-based wholesale distributor of automotive parts. Hunt, with operations in Northern California, had revenue of about \$17 million in 1998. Hunt will operate as a division of Johnson. Atlanta-based Johnson Industries, an auto supplies distributor acquired by Genuine Parts last year, had revenue of \$120 million with operations in Atlanta, Chicago, Dallas, Mexico and Chile.

ATLANTA

Moody's confirms its ratings on Cox debt

Moody's Investors Service has confirmed its Baa2 senior unsecured and Prime-2 short-term ratings of Cox Communications, following the company's announcement that it will acquire Media General's cable systems for about \$1.4 billion. Moody's also assigned a preliminary Baa2 senior unsecured rating and a (P) Baa3 preferred stock rating to the company's new \$2 billion shelf registration.

Vista allows investor to increase shares

Vista Eyecare of Lawrenceville has granted an exception under its shareholder rights plan to allow an investor group led by Campbell B. Lanier III, a director, to purchase additional common stock up to 25 percent of the total shares outstanding. The group owns about 13.4 percent of the total shares outstanding, according to its latest SEC filing, and the exception will allow it to exceed the 15 percent limit contained in the rights plan.

NATION

US Air plans to double MetroJet service

US Airways Group plans to more than double the service offered by its MetroJet discount carrier this year as the sixth-largest U.S. airline defends its business against low-fare competition. US Airways said MetroJet has exceeded its expectations, prompting the airline to press ahead with plans to expand MetroJet to 272 daily flights by October from 132 in January, with further additions by yearend. It also plans to fly 54 planes by Jan. 1, up from 31 now. MetroJet is aimed at luring customers from discount carriers such as Delta Air Lines' Delta Express.

TECHNOLOGY

Amazon.com to buy 3 online companies

Amazon.com agreed to buy three closely held online companies, including rare book and music seller Exchange.com, for a total of \$645 million, mostly in stock. The other two companies are Accept.com, which is developing ways to simplify online transactions, and **Alexa Internet**, which offers a free service to help people navigate the Web.

ALSO NOTEWORTHY

Health and beauty products giant Johnson & Johnson will hire 60 employees by the end of the year at its plant in Royston. The plant has a new contract to make dental floss and toothbrushes for foreign markets. The plant currently has 415 employees. ... Golf Entertainment signed an agreement to sell its LEC Leasing subsidiary and other operating

companies to Michael F. Daniels, its former president, for \$2 million. ... General Electric PLC, Britain's largest electrical engineering company, agreed to pay \$4.5 billion in cash for Fore Systems to gain a stronger presence in Internet equipment.

CALENDAR

Physicians interested in earning a master's of business administration are invited to an open house Saturday at 9 a.m. at the Burruss Building on the Kennesaw State University campus. The MBA for Physician Executives lets doctors across the country earn a degree without interrupting their practice. Class is held one weekend a month on campus, supported by Internet study. For more information, call 770-423-6087.

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 Alexa

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Business

Amazon.com Purchases Three E-Commerce Companies for \$645 Million

DOW JONES NEWS SERVICE

04/27/1999

The Salt Lake Tribune

Page B8

(Copyright 1999)

SEATTLE -- Amazon.com has agreed to acquire three separate, privately held Internet companies in three all-stock transactions totaling about \$645 million.

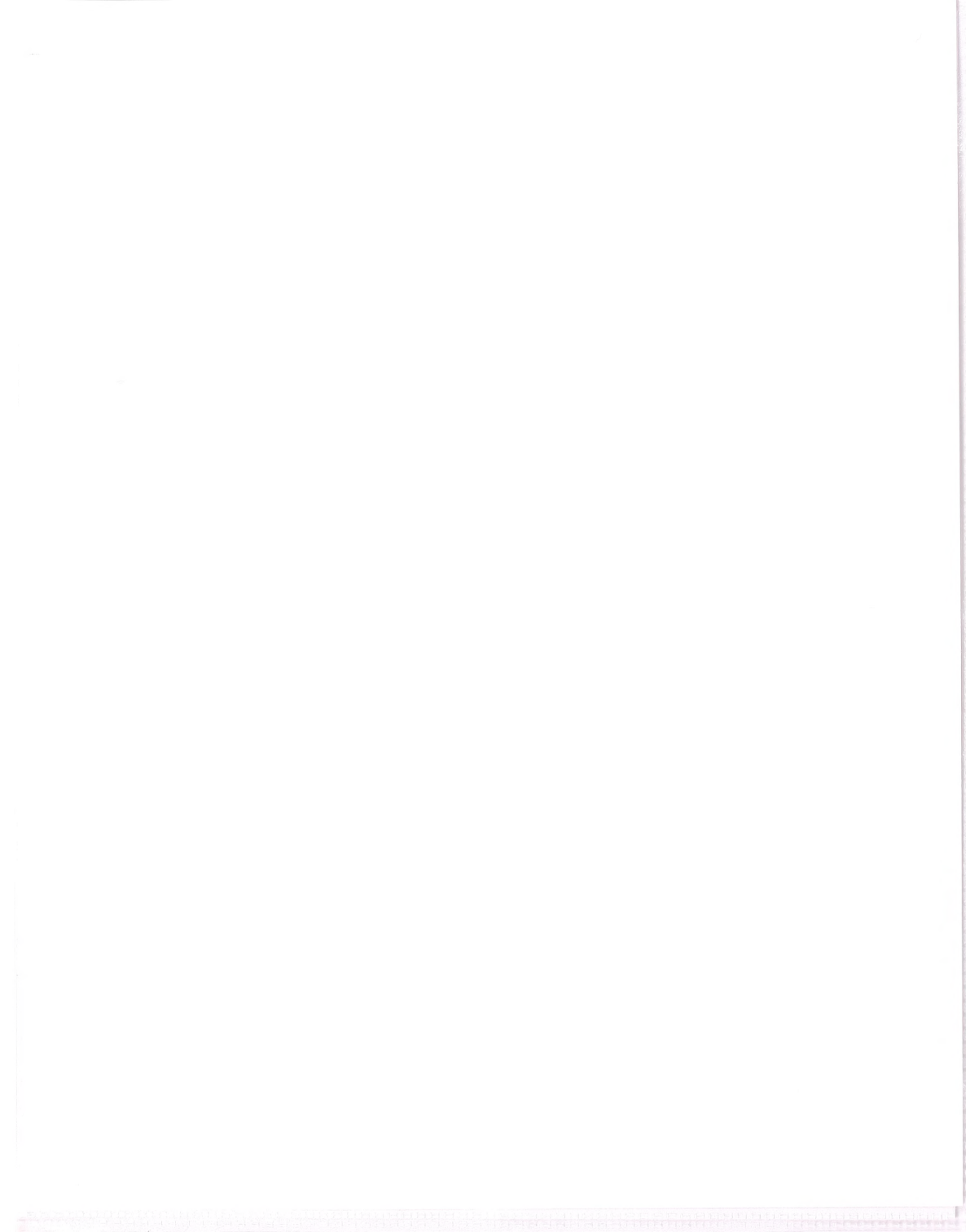
Amazon.com said Monday it will acquire Exchange.com, marketplace for rare books and music; Accept.com, an e-commerce company in Redwood City, Calif.; and **Alexa Internet**, based in San Francisco.

The company said the Exchange.com acquisition will greatly increase its core book and music offerings and create auction and retail space for Exchange.com's independent dealers.

Amazon.com will acquire all the outstanding shares and assume all outstanding options of the companies.

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DAILY NEWS

New York, NY

Morning Circulation - 721,256

APRIL 27, 1999



Bacon's

3785-A
THE TICKER

Bad advice costly to retailer, consultant

■ Ernst & Young will pay \$185 million to settle claims it provided incompetent and fraudulent advice as a consultant for the now defunct Merry-Go-Round clothing chain. Merry Go Round hired Ernst & Young in 1993 to help it devise a bankruptcy reorganization strategy. But the \$3.8 billion lawsuit, filed by a bankruptcy trustee, alleges Ernst & Young instead contributed to the retailer's demise, claiming that Ernst & Young assigned inexperienced people to the job and moved too slowly to fix Merry Go Round's finances.

Greening of Big Blue

■ IBM's stock surged 10% yesterday to another record, a day ahead of the computer maker's annual meeting, when it is expected to boost the quarterly dividend from 22 cents to 24 cents. The stock closed at \$209.87, still gaining steam from last week's first quarter profits report. Shareholders are expected to approve IBM's previously announced two for one stock split. Big Blue also said it will continue to buy back its stock at an undetermined rate.

Amazon buying spree

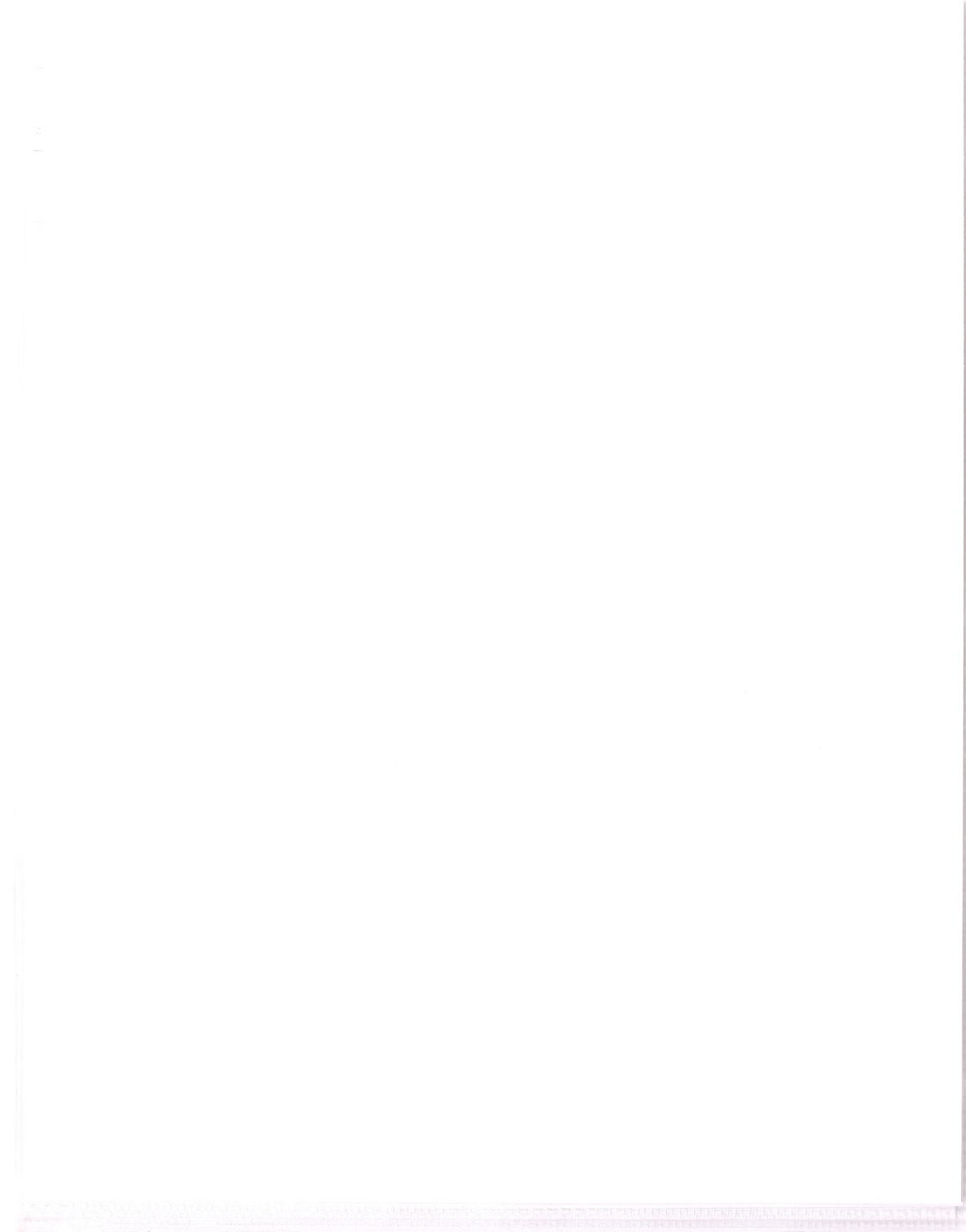
■ Online book and music seller Amazon.com said it would buy three Internet companies in deals valued at a total of about \$645 million in stock. It will acquire privately held Exchange.com, which runs an Internet "marketplace" that matches buyers and sellers of hard-to-find books and music at two Web sites, www.bibliofind.com and www.musicfile.com. It also is buying privately held Accept.com (www.accept.com), an E-commerce company developing methods of simplifying Web transactions, and privately held Alexa Internet (www.alexa.com), which has developed a free, advertising supported Web navigation service. The news was released after the markets closed. Amazon fell 2 15/16 to \$207.18.

Roster change

■ Pay-per-view company Ascent Entertainment Group said it is selling its Denver Nuggets pro basketball and Colorado Avalanche pro hockey teams and their future home, the Pepsi Center, to a private partnership for about \$400 million. The partnership is controlled by William and Nancy Walton Laurie, who are private investors and horse breeders. Charlie Lyons will continue as CEO until the deal closes, then become president of the partnership. He will own an interest in the partnership, Ascent said in a statement.

T bill rates rise

■ The Treasury Department sold \$7.51 billion in three-month bills at a discount rate of 4.335%, up from 4.23% last week. An additional \$7.51 billion was sold in six-month bills at a rate of 4.41%, up from 4.37%.



THE DAILY WORLD

Aberdeen, WA

Evening Circulation - 16,769

APRIL 27, 1999



Bacon's

3985-14

Amazon.com buys three Internet firms, enters greeting card business

SEATTLE (AP) — Online retailer Amazon.com has been doing some Internet shopping of its own, separately purchasing three privately held firms for \$645 million.

Amazon also announced plans Monday to enter the electronic greeting card business, further expanding the options available from its site.

The Seattle-based company said it will purchase Exchange.com, an online marketplace for rare, antiquarian and used books and music; Accept.com, an e-commerce company in Redwood City, Calif.; and Alexa Internet, another e-commerce company based in San Francisco.

Amazon said the Exchange.com acquisition will greatly increase its core book and music offerings

and create auction and retail space for Exchange.com's independent dealers.

Exchange.com operates BiblioFind.com, which has more than 9 million used and antiquarian book listings, and MusicFile.com, which offers more than 3 million recordings and music memorabilia for sale.

All three acquisitions are expected to close by June 30.

In a separate announcement, Amazon said it will offer more than 800 cards in 45 categories, all without charge or registration, some geared to annual occasions such as "Kiss Your Mate Day," "Moment of Laughter Day" and "Hairstylist Appreciation Day" — all which take place this week.

It's the company's first com-

pletely free service and the first time Amazon has offered a product created in-house.

As with most e-cards, Amazon's offerings are designed for Internet viewing rather than for printing and mailing, said David Risher, senior vice president of product development. Card senders can design their own messages to accompany hundreds of illustrations, photographs and animations.

Greeting card Web sites have proliferated in recent years. Many, like Hallmark's hallmark.com, charge as much as \$2.50. Others, like industry leader Blue Mountain Arts of Boulder, Colo., charge nothing and try to make money from online advertising.

Amazon's e-card site is available at <http://www.cards.amazon.com>.



1990



WIRED NEWS

updated 2:00 p.m. 5.May.99.PDT

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WIRED MAGAZINE



Issue 7.05

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Inside Amazon's Shopping Cart

by [Polly Sprenger](#)

3:00 a.m. 28.Apr.99.PDT

E-commerce companies Exchange.com and Accept.com got top billing when Amazon.com announced three new acquisitions this week. **But the real news -- the nugget that raised the hackles of privacy advocates -- was its purchase of Alexa Internet.**

Alexa offers a free, advertising-supported service to Web consumers. The proprietary software utility is installed on users' hard drives to give consumers information about the Web sites they visit. But it also works for Web site proprietors, tracking what sites consumers visit and how long they stay.

Alexa's mention in Monday's news release was limited to just two lines, with more attention focused on Amazon's acquisition of rare book and music seller [Exchange.com](#) and the consumer software company [Accept.com](#).

Amazon directed Alexa to refer all press inquiries to Amazon, then declined to provide more specifics about the deal.

"We haven't disclosed anything about how we're going to take advantage [of the purchase]," said Amazon spokesman Bill Curry. "This is a very competitive industry, and we prefer not to draw a roadmap for our competitors."

Privacy experts say the purchase fits Amazon's plan of becoming, more than an online retailer, an aggregator of information about Internet shopping habits.

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Wed, May 12, 1999 3:23 PM

Amazon.Com Buys 3 Internet Firms

04/27/1999

AP Online

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Wed, May 12, 1999 3:23 PM

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Amazon's e-card site, accessible by link from the company's home page, also will be available at <http://www.cards.amazon.com>.

NY-D360

DAILY NEWSPAPER

THE NEW YORK TIMES

New York, NY

Morning Circulation - 1,074,741

NATIONAL EDITION

APRIL 27, 1999



Bacon's

to \$11.875.

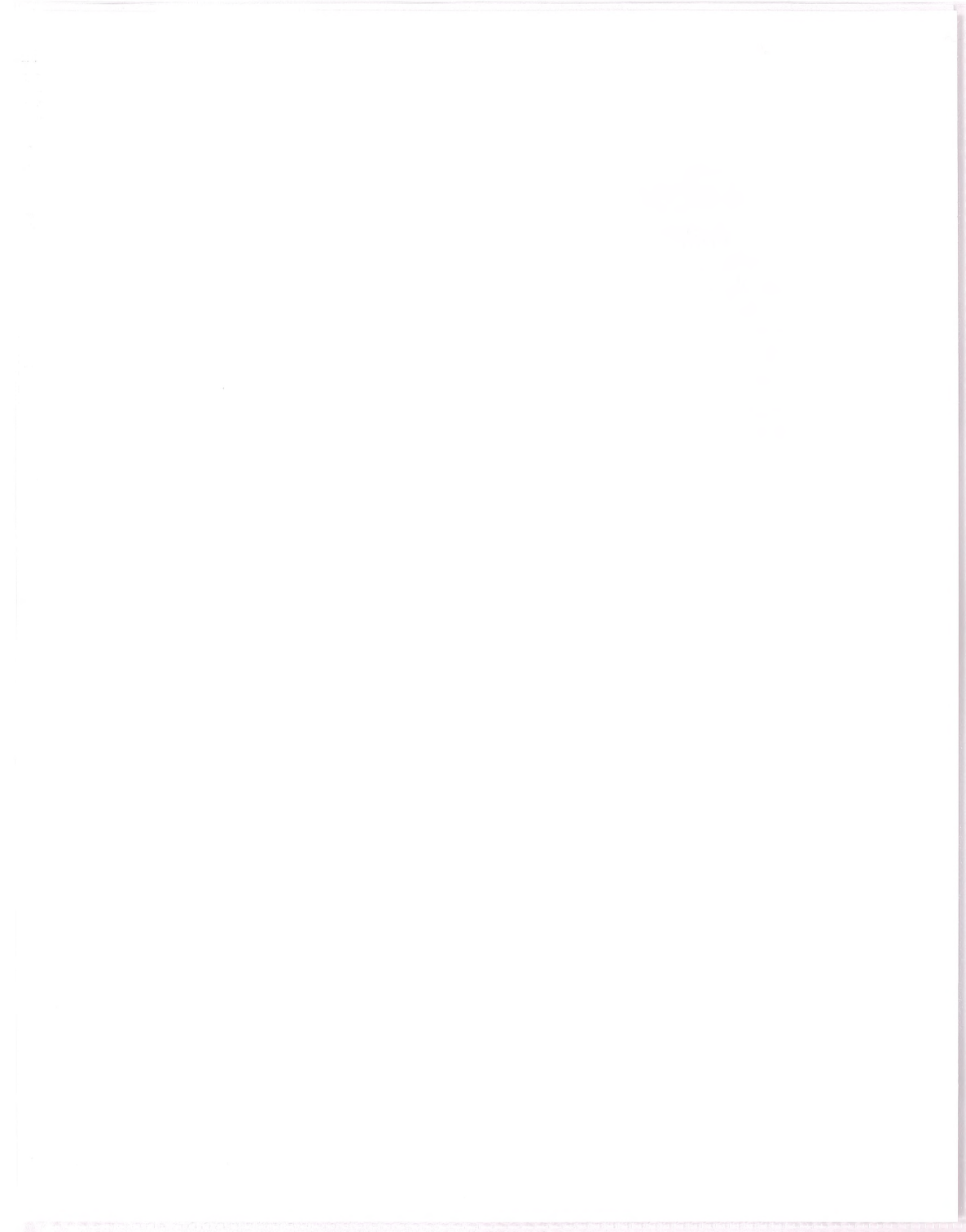
3985-A

(AP)

AMAZON TO BUY ON-LINE BOOK SITE AND 2 OTHER COMPANIES

The on-line book and music seller **Amazon.com** said yesterday that it would buy three Internet companies for a total of \$645 million in stock. The Seattle-based company will acquire the privately held **Exchange.com**, which runs two Internet sites that match buyers and sellers of hard-to-find books and music. Amazon also said it would take over privately held **Accept.com** of Redwood City, Calif., which develops ways to simplify Web transactions. The third company is the privately held **Alexa Internet** of San Francisco, which has a Web service that provides supplemental information about Internet sites as they are browsed.

(Reuters)



CHICAGO SUN-TIMES

Chicago, IL

Morning Circulation - 484,379

LATE SPORTS FINAL EDITION

APRIL 27, 1999



Bacon's

3985-F

Dollar loses ground against yen

In trading Monday:

■ Treasury bond prices rose, shaking off early losses. The price of the benchmark 30-year Treasury bond rose \$4.06 per \$1,000 in face value. Its yield fell to 5.57 percent from 5.60 percent.

■ The dollar slipped against the Japanese yen but edged higher against most other major currencies. In late New York trading, the dollar was quoted at 119.26 Japanese yen, down from 119.41 late Friday, but rose against the euro, the currency of 11 European nations. The euro was quoted at \$1.0582, down from \$1.0605 late Friday.

Troubled economies get support

WASHINGTON—The United States and its major allies said Monday that the world economy still faces a number of "serious challenges" stemming from a 20-month-old global currency crisis. They pledged closer cooperation to boost growth and help lift crisis countries out of recession. The commitments came in an eight-page joint statement issued at the end of an afternoon of discussions among finance ministers and central bank presidents from the world's seven largest economies—the United States, Japan, Germany, France, Britain, Italy and Canada.

Iridium posts huge loss

WASHINGTON—Iridium LLC, which runs the first global satellite-telephone network, said Monday its first-quarter loss widened because it signed up fewer subscribers than expected. Iridium's loss increased to \$505.14 million from \$203.6 million in the year-earlier quarter. That was deeper than analysts expected. Iridium, which is 19.5 percent owned by Motorola Inc., said its marketing chief will leave the company at the end of May, following the recent resignations of its chief executive and chief financial officer.

Amazon buying 3 online firms

SEATTLE—Amazon.com Inc., the largest Internet retailer, agreed to buy three closely held online companies—including rare book and music seller Exchange.com—for a total of \$645 million, mostly in stock. The other two companies are Accept.com, which is developing ways to simplify transactions over the Internet, and Alexa Internet, which offers a free service to help navigate the Web.

New lineup at American Express

NEW YORK—Harvey Golub plans to step aside as chief executive of American Express Co. in two years, and president Ken Chenault, already one of the top black executives in America, will be his successor. Golub, 60, told employees Monday that he will remain chairman for a year after leaving as CEO and that it is expected Chenault will succeed him in that post as well.

Britain's GEC makes deal for Fore

LONDON—General Electric Co. PLC, Britain's largest electrical engineering company, agreed to pay \$4.5 billion in cash for Fore Systems Inc., its second big purchase of a U.S. communications equipment manufacturer. Pittsburgh-based Fore Systems makes switching equipment used by businesses including Delta Airlines, GTE Corp. and Internet service provider UUNet. GEC will pay \$35 per share, a 43 percent premium to Fore's closing share price Friday. GEC is remaking itself as a communications equipment manufacturer. Last month, it agreed to buy Reltec Corp. for \$2.1 billion.

Ford branches out to parts shop

DEARBORN, Mich.—Jacques Nasser's plan to reshape Ford Motor Co. now includes getting into the junk business. Ford said Monday it has bought an automotive parts recycling company in Tampa, Fla., and plans to acquire more. Starting with Copher Brothers Auto Parts in Tampa, Ford hopes to build a national—and eventually global—network of parts shops that dismantle older vehicles, selling the recycled parts to body and repair shops.



Article

Publications Librar



Article 1 of 200

Online:

Amazon.com
To Add Cards
And Rare Books
By George Anders

04/27/1999

The Wall Street Journal

Page B1

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Most companies competing in cyberspace think they're in a race. Amazon.com Inc. is acting as if it had entered the decathlon.

The Internet seller of books, movies and video yesterday announced three acquisition agreements, totaling \$645 million. The proposed transactions will propel Seattle-based Amazon into the rare-book business, Web navigation and new electronic-commerce technology.

What's more, Amazon is starting an electronic-greeting-card business that will be free of charge to visitors to its Web site. Amazon officials say the new service should pay its way by attracting more potential shoppers and by wooing users with gift suggestions -- from Amazon, of course -- after they finish selecting an email greeting card for a friend or relative.

Just a year ago, Amazon was a single-specialty company, operating a fast-growing online bookstore but nothing more. Since then, it has sprinted into the music and video markets. It also set up an online-auction service at the beginning of this month. To date, the company says, its services have sold goods to more than eight million people in the U.S. and abroad.

Amazon officials say they have even more expansions in mind, to be acted on as soon as they can figure out a way to redesign their increasingly cluttered home page to accommodate them. Currently, Amazon's opening Web page has five shopping areas, or "tabs," to choose from. Greeting cards will become the sixth such tab at the top of the page, said David Risher, an Amazon senior vice president.

"We're spending a lot of time internally reworking our user navigation features," Mr. Risher said. "Cards aren't going to be the last store you will see Amazon opening up."

Of its three pending acquisitions, Amazon's highest-profile agreement is with Exchange.com Inc., which operates the BiblioFind and MusicFind Web sites. Those services amount to online marketplaces for rare or out-of-print books and music. They provide Internet links for existing used-book dealers and music collectors' shops to make their inventory available online.

In a statement, Jeff Bezos, Amazon's founder and chief executive officer, called the Exchange.com acquisition "a win for Amazon.com customers because it further increases our selection of rare and obscure items." He said BiblioFind has more than nine million book listings; Amazon itself has 4.5 million.

Amazon didn't disclose its purchase price for closely held Exchange.com of Cambridge, Mass., but people familiar with the transaction said Amazon is paying at least \$200 million in stock. Exchange.com had been courted by Barnes & Noble Inc., a traditional bookseller with big online ambitions.

Among the big winners in the transaction is Stig Leschly, Exchange.com's 29-year-old chief executive officer. Mr. Leschly is a music aficionado who has built up Exchange.com through acquisitions in the past few months. He also is the son of Jan Leschly, chief executive of SmithKline Beecham PLC, one of the world's largest pharmaceutical companies.

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In the electronic-greeting-card business, Amazon is moving into a realm dominated so far by Blue Mountain Arts Inc., Boulder, Colo. Millions of Internet users visit that company's Web site, bluemountainarts.com, every month to select free cards with serene, New Age messages. Visitors to the site also can order a limited selection of poetry books.

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Amazon will purchase 3 Internet companies

Amazon.com said Monday that it would spend \$645 million in stock to buy three Internet companies, including a rare book and music sales site, an e-commerce firm and a Web navigation service. Under the deals, Amazon.com will acquire privately held Exchange.com, a Cambridge, Mass.-based company that runs an Internet "marketplace" for hard-to-find books and music. Seattle-based Amazon also said it would acquire privately held Accept.com, a Redwood City-based e-commerce company developing methods of simplifying Web transactions, and privately held Alexa Internet, a San Francisco company that has developed a free, advertising-supported Web navigation service.

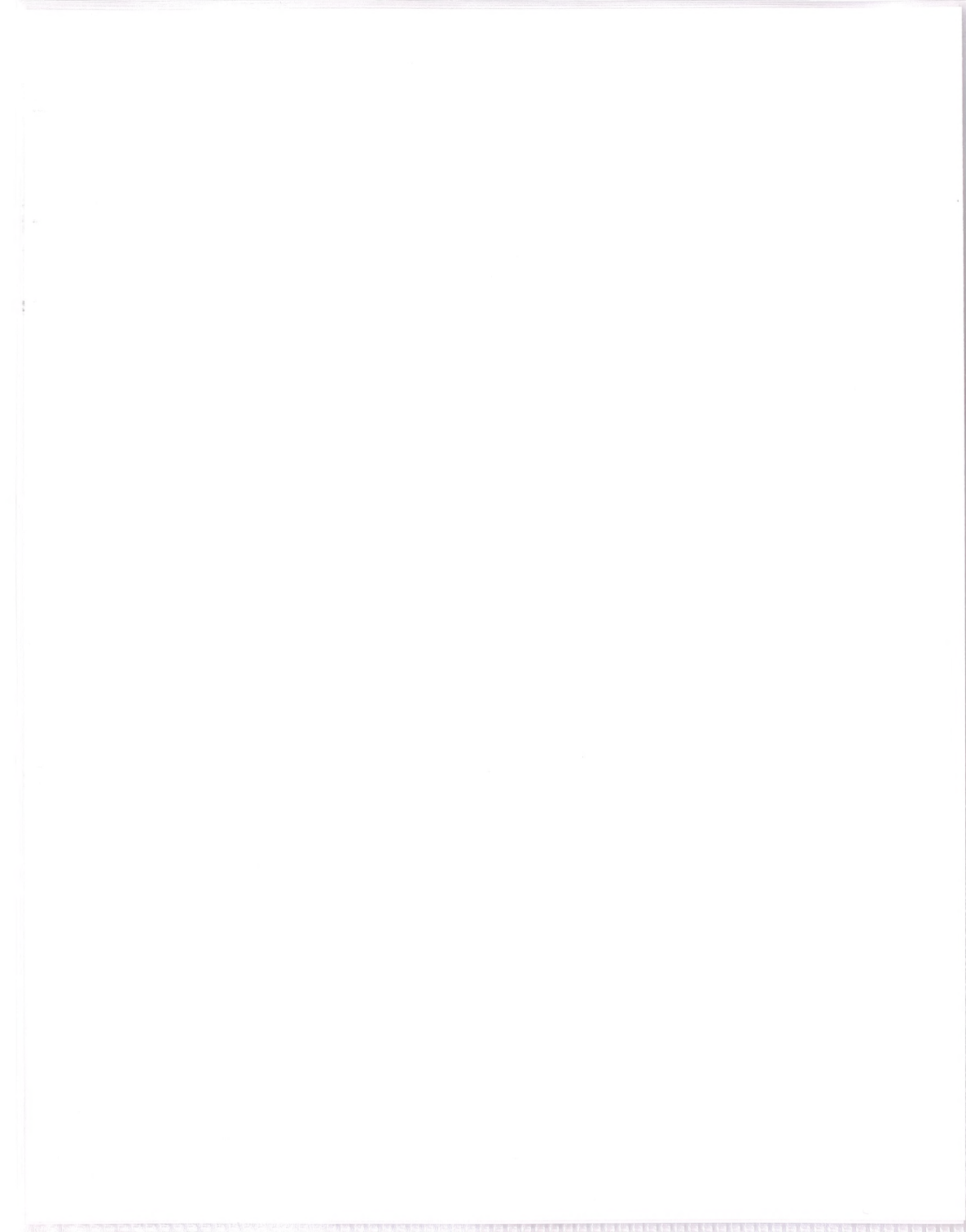
Chernobyl virus hits few PCs

The Chernobyl virus did relatively little extensive damage when it hit computers around the world Monday, but the cost for those infected could run into the millions of dollars. The virus wipes out data on hard drives and even causes some PCs to fail when starting up. The worst damage appeared to be in Asia and parts of Europe, where antivirus protection is less prevalent, and where there is more pirated software, which is often filled with bugs. The virus is also known as the "space filler virus" because it fills file space on computers and thwarts many antivirus software.

Microsoft to buy Web calendar

Microsoft Corp. said Monday it will acquire Jump Networks, a Web-based calendar and address-book service launched four months ago, putting new force behind a growing trend toward offering software programs as services via the Internet instead of selling them in boxes for installation on individual personal computers. Terms of the acquisition were not disclosed. Microsoft said Jump's Mountain View-based employees will be moved to the San Jose headquarters of Microsoft's Web-based e-mail company Hotmail.

Compiled from reports by Bloomberg News and the Los



UNITED PRESS INTERNATIONAL

Washington, DC

APRIL 27, 1999

**Bacon's**

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(UPI Focus)

EBay to buy auction house

LOS ANGELES, April 27 (UPI) — The online auction firm EBay says it will acquire the 134-year-old Butterfield & Butterfield auction house for \$260 million in EBay stock.

EBay, known for auctioning Beanie Babies and other mundane items, will acquire the venerable San Francisco auctioneer of Old Masters paintings and fine collectables.

The stock of EBay is worth about \$25 billion, or nearly half of what General Motors is.

Also on Monday, Amazon.com announced plans to acquire three Internet companies for a total of \$645 million. The Los Angeles times says Exchange.com, Alexa Internet and Accept.com would be bought with stock.

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**Bacon's**

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**EBay to Buy
Prestigious
Auction House**By JONATHAN GAW
TIMES STAFF WRITER

Four-year-old online auctioneer EBay said Monday that it will acquire the venerable 134-year-old Butterfield & Butterfield auction house, underscoring how upstart Internet firms are using their enormous stock market values to buy other companies.

EBay, known for auctioning Beanie Babies and other mundane items, will acquire the privately held San Francisco auctioneer of Old Masters paintings and other fine collectibles for \$260 million in EBay stock.

That's pocket change for the online firm whose stock is worth \$25 billion, or nearly half what General Motors' is.

The towering stock valuations of many Internet companies reflect a belief among investors that these firms will not only change the shape of the technology industry but also revolutionize the entire economy in coming years, eventually emerging as a new class of corporate titans.

Top-tier Internet companies are using their hyper-priced stock to expand their businesses through acquisitions and to further distinguish themselves from second-tier online players and traditional "offline" companies.

In recent weeks, America Online, whose stock is worth about \$150 billion, was rumored to be considering buying CBS, whose stock is worth about \$32 billion.

Also on Monday, Amazon.com announced plans to acquire three Internet companies for a total of \$645 million. The three enterprises—Exchange.com, which specializes in hard-to-find books; Alexa Internet, a Web navigation service; and Accept.com, an e-commerce technology firm—would be bought with stock.

"These are very clearly compa-

nies whose stock valuations can support \$260-million acquisitions, and there are many others on the Internet who can't," said Derek Brown, an analyst with Volpe Brown Whelan. EBay and Amazon.com "have significant competitive advantages in size and scale on the Internet, both from a product and services basis and an acquisition basis."

San Jose-based EBay was born four years ago as a Web site for collectors of Pez candy dispensers. But EBay, which last year earned \$2.4 million on sales of \$47 million, enjoys a stratospheric stock price that makes the company worth \$25 billion, more than the 109-year-old Eastman Kodak Co., whose sales are 30 times greater than EBay's and that is a component of the venerable Dow Jones industrial average.

In acquiring Butterfield, EBay would be contributing to the sky-high valuations of firms with Internet operations. Butterfield has been developing its own online auctioning business for more than a year.

Butterfield had planned an initial public stock offering, pricing its shares at \$11 to \$15 apiece. That proposal is now dead. The proposed acquisition by EBay would value Butterfield at more than \$41 a share.

"That certainly represents a more credible appreciation potential than Butterfield's own price if they were to go public," said David Menlow, an analyst with IPO Financial Network.

EBay stock closed Monday at a record \$209, up \$8.88, on Nasdaq.

Internet companies' soaring stock prices are not necessarily a sign that they are overvalued, Brown said, given the Internet's potential and the rewards that will accrue to the company that comes to dominate it. "The opportunity in front of them remains incredibly large at this point in time," said Brown, who plans to raise his estimates for EBay's earnings, given that the company on Monday also reported first-quarter results that handily beat analysts' expectations.

EBay earned \$5.9 million, or 5 cents per share, on revenue of \$34 million. Analysts had expected earnings of about \$2.3 million, or 2 cents a share, according to First Call Corp., which tracks earnings estimates. EBay said it hosted 22.9

million auctions over the period, compared with 13.6 million during the three months before that.

For EBay, the Butterfield acquisition would provide new channels for selling more upscale items such as antiques and jewelry and for acquiring new products to sell online.

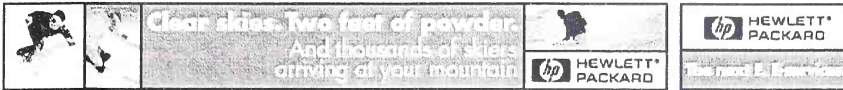
Butterfield is the nation's third-largest auction house after Christie's International and Sotheby's Holdings, and the largest on the West Coast. The company has a team of more than 50 appraisers who can authenticate items for sale and verify the financial status of a buyer. Those are both issues that had concerned EBay customers.

EBay also hopes to use Butterfield's relationships with auction houses worldwide to open a premium area on its Web site, said Steve Westly, EBay marketing and business development executive.

"This is a wonderful bridge for EBay into the higher tier of merchandise," said Mitchell Bartlett, a financial analyst with Dain Rauscher Wessels. "I see them continually migrating up the auction curve to higher-end items."

Others aren't so sure that the purchase of an old-fashioned auction house, with its different culture, won't be too distracting.

Real-world auctioneering is labor-intensive, person-to-person and prestige-oriented, said Barry Parr, an e-commerce analyst with IDC Research. "Ultimately, I wouldn't be surprised if they discovered that it wasn't a great fit and they find themselves divesting of it a few years down the road," Parr said. "EBay is as much a community business and classified ads business as it is an auction one. It's not about appraising items or setting up reserves and things like that."



WIRED NEWS

Inside Amazon's Shopping Cart

by Polly Sprenger

3:00 a.m. 28-Apr-99 PDT

E-commerce companies Exchange.com and Accept.com got top billing when Amazon.com announced three new acquisitions this week. But the real news -- the nugget that raised the hackles of privacy advocates -- was its purchase of [Alexa Internet](#).

Alexa offers a free, advertising-supported service to Web consumers. The proprietary software utility is installed on users' hard drives to give consumers information about the Web sites they visit. But it also works for Web site proprietors, tracking what sites consumers visit and how long they stay.

Alexa's mention in Monday's news release was limited to just two lines, with more attention focused on Amazon's acquisition of rare book and music seller [Exchange.com](#) and the consumer software company [Accept.com](#).

Amazon directed Alexa to refer all press inquiries to Amazon, then declined to provide more specifics about the deal.

"We haven't disclosed anything about how we're going to take advantage [of the purchase]," said Amazon spokesman Bill Curry. "This is a very competitive industry, and we prefer not to draw a roadmap for our competitors."

Privacy experts say the purchase fits Amazon's plan of becoming, more than an online retailer, an aggregator of information about Internet shopping habits.

"From Amazon's point of view, [the acquisition] has very fertile cross-marketing uses because they will know about the specific kinds of habits and Internet viewing patterns of users and they can target them [with] books on subject matters related to those interests," said Joel Reidenberg, a law professor at Fordham University who specializes in electronic privacy issues.

Evan Hendricks, editor of *Privacy Times*, was more plain-spoken.

"They are putting their customers under surveillance," Hendricks said. "Amazon.com customers will be at the mercy of Amazon."

With Amazon's profitability still a distant prospect, CEO Jeff Bezos has publicly made the case for more targeted Web shopping sites based on personal information and viewing habits.

Bezos told the *Washington Post* on 8 November of his plans to launch a shopping referral service that would recommend e-commerce sites to customers based on their Amazon shopping habits.

When the *Post* raised the issue of privacy, Bezos acknowledged that privacy concerns made gathering and using the information problematic: "I think the only drawback is [that] there is a negative perception that this is a bad thing."

Both Alexa and Amazon have above-average privacy policies, said Junkbusters CEO Jason Catlett, although both companies track users' viewing habits and reuse the data.

"Amazon has historically had a relatively good privacy policy, and Alexa's privacy policy was certainly above average," Catlett said. "They are in a much better position than a Microsoft or an AOL, in that they've never had a major privacy disaster."

While the acquisition of Alexa may be a wise business move, Amazon will have to tread lightly, Catlett said.

"Obviously, privacy is absolutely key here," Catlett said. "[Amazon is] going to have to be careful about how they use consumer data. They are going to have to use policies and procedures for protecting privacy. They will be closely scrutinized."

Alexa CEO Brewster Kahle said that the software company would remain an independent operating unit once the acquisition is final, although more e-commerce features will be added to Alexa's core information services. He declined to say what those features might be.

But Kahle said unequivocally that Alexa's privacy policy would not change. As a member of TrustE, Alexa does not resell individual information.

Alexa's stance is much firmer than Amazon's, which states that, in certain circumstances, it may in the future resell customer data to "trustworthy third parties." Consumers can opt out of data-sharing by sending email to [never@amazon.com](#).

The privacy implications may well be why Amazon has downplayed the purchase of Alexa, said Kamran Parsaye, CEO of Information Discovery Inc., a data-mining company.

Alexa may only be a minor part of Amazon's overall data aggregation plans, but even a small outcry from the privacy community could damage the company's reputation, he said.

"They will already have enough privacy problems," Parsaye said. "Alexa may only be about five percent of their strategy, but why risk it?"

Related Wired Links:

[Amazon Buys LiveBid.com](#)

12-Apr-99

[Amazon on the Move](#)

29-Mar-99

[Amazon Reports Huge Growth](#)

4/29/99

Why did Amazon.com buy?

[Advertisement]

By Owen Thomas
Red Herring Online
April 28, 1999

Now that Amazon.com (Nasdaq: AMZN) has spent \$645 million in stock to buy three startups, what's it going to do with them?

MP3 battle is the same old song
Why did Amazon.com buy?

EBay buys Butterfield & Butterfield

Don't expect to know how Exchange.com, Alexa Internet, and Accept.com fit into the online retailer's plans any time soon.

"We've done the disclosure that's required," says Amazon spokesperson Bill Curry. He adds that in the short term, it

will be "business as usual" at all three companies, except that Exchange.com and Accept.com will relocate to Amazon's new Seattle headquarters. Alexa will retain its high-profile offices in San Francisco's Presidio national park.

Exchange.com, a Cambridge-based startup that had just embarked on a roll-up strategy to build sites that link buyers and sellers of hard-to-find items, is an unsurprising buy for Amazon.com. Amazon gets two sites, BiblioFind and MusicFile, that will bolster its ability to offer rare books and CDs -- and it also silences a noisy upstart that had trumpeted its plans to challenge Amazon. Exchange, formerly e-Niche, had drawn investments from Polaris Venture Capital and Accel Partners, among others.

Alexa Internet is a surprising choice for Amazon, but one that may fit well with its technology strategy. Alexa offers software that lets Net users

EBay strikes at Amazon by buying the Butterfield & Butterfield auction house.

Amazon's last acquisition spree aimed at portals.

Amazon offers an auction guarantee to protect against fraud.

Mobile computing and data warehouse markets are all the rage, or are they? Share your two cents on our message boards.

As of: 04/29/99 10:04 PST			
DJIA	10874.09	+28.64	
NASDAQ	2507.96	-42.41	
S&P 500	1346.96	-3.95	
AMEX	776.57	-1.12	
TECH 250	2226.18	-20.62	
IPO 100	3813.31	-124.63	

X-Mailer: Microsoft Outlook Express Macintosh Edition - 4.5 (0410)
Date: Mon, 03 May 1999 09:11:18 -0700
Subject: NY Times: Alexa's Crusade Continues Under Amazon.com's Flag
From: "Quimby Mills" <quimby@antennapr.com>
To: Cynthia Lohr <cynthia@alexa.com>
, bruce@alexa.com
, brewster@alexa.com
CC: Christine Gasparac <christine@antennapr.com>
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In this morning's paper! Enjoy!

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From: djcustomclips@djinteractive.com
To: 38697
Subject: Alexa: Alexa's Crusade Continues Under Amazon.com's Flag
Date: Mon, May 3, 1999, 3:41 AM

Business/Financial Desk; Section C
Alexa's Crusade Continues Under Amazon.com's Flag
By LAURIE J. FLYNN

05/03/1999
The New York Times
Page 4, Column 1
c. 1999 New York Times Company

It began as a crusade: to archive for posterity the entire contents of the World Wide Web, which had reached some 13 trillion bytes at the latest count.

But last week, this crusade by **Brewster Kahle** had a big commercial payoff. His three-year-old company, **Alexa Internet**, was acquired by the on-line retailer Amazon.com for nearly \$300 million.

Alexa's Internet software is part Web browser, part navigation service; users download free from the Alexa.com Web site. After that, whenever the user calls up any Web page, the software lists four other recommended sites, based on the Web searching patterns of other Alexa users.

Mr. Kahle calls the approach contextual navigation, and Netscape Communications, which is owned by America Online, has folded Alexa into the latest version of its browser. While questions remain about what Amazon.com intends to do with Alexa and its technology, Mr. Kahle insists that the acquisition

Wed, May 12, 1999 3:43 PM

VENTUREWIRE --- Wednesday, April 28, 1999

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Private Company Business News

----- Published Daily by Technologic Partners -----

<http://www.tpsite.com>

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In This Issue:

- o FamilyEducation Network Raises \$51 Million
- o Benchmark Capital Invests in Toys "R" Us Online Venture
- o Optical Networking Company Raises First Round
- o DirectTV Invests in Personal Television Provider TiVo
- o Online Real-Estate Auctioneer Raises \$18.5 Million First Round
- o Arbinet Gets First Institutional Capital
- o Online Consumer Data Repository Gets \$10-Million First Round
- o Amazon.com Buys Three Internet Commerce Startups
- o Streaming Audio Provider Raises First Round
- o Mayfield's Dado Banatao Named Chairman of SandCraft
- o NextCard and E-Loan in Partnership
- o Altiga Networks Raises \$12.3 Million o Incubator for Digital TV and Media Launched in NYC
- o Portalis Raises \$10 Million
- o LogicVision Gets Investment From Intel
- o Keynote Gets \$17-Million Mezzanine Round
- o DLJdirect Chooses nCipher's Encryption Accelerators
- o Computer Support Technologies Attracts Second Venture Firm
- o Open Port Teams with Cisco to Provide IP Fax Services

- o Amazon.com Buys Three Internet Commerce Startups

SEATTLE--Amazon.com said it will acquire three Internet startups: Exchange.com, which operates BiblioFind and MusicFind, online marketplaces for rare or out-of-print books and music; Accept.com, an e-commerce transaction enabler; and Alexa Internet, which operates an advertising-supported Web-navigation service that tracks sites people visit. Amazon.com will exchange \$645 million in stock to acquire all of the outstanding shares and assume all outstanding options of the three companies. Last month Exchange.com, formerly E-Niche Inc., raised a \$10 million second round from Polaris Venture Partners, Accel Partners, and Washington Post Company. <http://www.amazon.com>
<http://www.exchange.com>
<http://www.accept.com>
<http://www.alexa.com>



Alexa

Article 17 of 63

BUSINESS

AMAZON BUYS 3 FIRMS, ADDS 'E-CARDS'

Bee news services

04/28/1999

The Sacramento Bee

METRO FINAL

Page F1

(Copyright 1999)

Seattle-based Internet retailer Amazon.com is expanding yet again, announcing the acquisition of three more companies and the launch of a service not designed to add any immediate income -- free electronic cards.

Amazon.com said it plans to buy Exchange.com, to expand its hard- to-find book and music offerings for sale and for auction; Accept.com, which develops software to simplify online commercial transactions; and **Alexa Internet** , which helps Internet users navigate Web sites and directs them to related sites. The three acquisitions will total about \$645 million in stock, the company said.

The new free "e-card" service is designed to bring more traffic to its site, the company said. It can be accessed directly, at www.cards.amazon.com, or through the company's home page.

[Return to Headlines](#)

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THE WALL STREET JOURNAL EUROPE.

Article 30 of 63

Technology Journal: Amazon.com to Add Rare Books, Cards To Its Fast-Expanding Internet Stable By George Anders

04/28/1999

The Wall Street Journal Europe

Page 7

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APRIL 28, 1999



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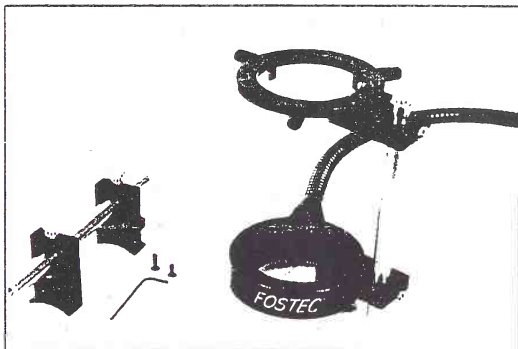
2985-A

In Other Business

Lowe's to host 'Build a Butterfly House' kid's clinic

AUBURN -- Lowe's Home Improvement will host its first kids clinic "Build a Butterfly House" from 10 to 11 a.m. Saturday, May 1 from at the store on 6985 Grant Ave.

The free clinic includes all materials necessary for building the house plus a child sized Lowe's apron for every participant in grades 2 through 5. The class is limited to 50 children. Pre-registration is required and an adult partner must accompany their child throughout the clinic. Call 253-3410 to register.

**New Fostec ringlight holder**

AUBURN -- Fostec has developed a new ringlight holder that enables a ringlight to be moved closer to a subject while keeping a microscope or camera in the same position.

The product was designed for use with universal size ringlights to achieve alternative lighting effects.

Satellite conference for women entrepreneurs to be held

AUBURN -- Edward Jones will host a live satellite conference "Winning Strategies for Women Entrepreneurs: Millennium Marketing Practical Tips for Today and Tomorrow" at 7:30 p.m. May 17. Topics covered include the best marketing practices for today's market, developing a successful marketing plan, marketing on a shoestring budget and incorporating the internet.

Admission is free but seating may be limited. For reservations call 252-2311.

World economy still faces a number of serious challenges

WASHINGTON (AP) — The United States and its major allies said Monday that the world economy still faces a number of "serious challenges" stemming from a 20-month-old global currency crisis. They pledged closer cooperation to boost growth and help lift crisis countries out of recession.

The commitments came in an eight-page joint statement issued at the end of an afternoon of discussions among finance ministers and central bank presidents from the world's seven largest economies — the United States, Japan, Germany, France, Britain, Italy and Canada.

The Clinton administration sought during the meetings to impress upon Japan and its European allies that they must do more to boost growth in order to take pressure off America's soaring trade deficit.

Ken Chenault in line as chief executive of American Express

NEW YORK (AP) — Harvey Golub plans to step aside as chief executive of American Express Co. in two years, and president Ken Chenault, already one of the top black executives in America, was tapped as his successor.

The announcement Monday outlined a smooth executive transition in the fierce and fast-changing credit card industry. Golub, 60, will relinquish the chief executive's title in April 2001, and retire as chairman in 2002. Golub will leave American Express a very different company than the one he has controlled since 1993, but with many of the same challenges.

Amazon.con announces plans to enter greeting card business

SEATTLE (AP) — Online retailer Amazon.com has been doing some Internet shopping of its own, separately purchasing three privately held firms for \$645 million.

Amazon also announced plans Monday to enter the electronic greeting card business, further expanding the options available from its site.

The Seattle-based company said it will purchase Exchange.com, an online marketplace for rare, antiquarian and used books and music; Accept.com, an e-commerce company in Redwood City, Calif.; and Alexa Internet, another e-commerce company based in San Francisco.

First Union agrees to buy Everen Capital for \$1.1 billion in stock

CHARLOTTE, N.C. (AP) — Pushing its rapid expansion deep into the nation's heartland, the First Union banking company has agreed to buy Everen Capital Corp., a major midwestern brokerage, for \$1.1 billion in stock.

The agreement announced Monday would give First Union a more national platform for its brokerage services thanks to Everen's vast presence west of the Mississippi River.

Most of First Union's investment brokerage operations are found in the eastern half of the country.



Article 18 of 63

Business

DOWN THE AMAZON - E-RETAILER'S 1ST.-QTR. LOSS HITS \$61.7M

PAUL THARP

04/29/1999

New York Post

Page 34

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Paying the price for growth, online retailer Amazon.com posted deepening losses yesterday from its expansion binge and saw its high-flying stock drop in after-hours trading.

The site for books, music CDs and videos said first-quarter losses jumped to \$61.7 million, or 39 cents a share, from \$10.4 million, or 7 cents, in the year-earlier period.

The company blamed the widening losses on its purchases of stakes in sites that sell pets and drugstore goods.

Revenue more than tripled to \$293.6 million from \$87.4 million a year earlier, and its customers soared to 8.4 million from 2.3 million.

Though the retailer's customer base is tiny when compared to Sears' 60 million accounts, Amazon's market value has swelled to more than \$31 billion - bigger than the value of Sears, Kmart and Barnes & Noble combined.

Most Wall Street analysts remained bullish on Amazon.com, which has zoomed to the equivalent of nearly \$600 a share, unadjusted for splits, from just \$18 in less than two years.

"They're not making money and it'll be several years before they do," said Scott Appleby of ABN Amro.

"But they know more about online retailing than anyone; they own the electronic commerce area."

The stock closed at 193, down 123/8, but slipped to as low as 1823/8 in the first hour of post-market trading.

Amazon.com beat Wall Street's predictions for its sales, which were expected to hit about \$260 million, but came in a strong 13 percent higher than analysts expected.

The sharp rise was aided by late gains in Amazon.com's month-old auction business, said company founder and CEO Jeff Bezos.

"We're particularly pleased with Amazon.com Auctions, which is off to a very fast start - we had more participants during our first month than even with music."

Bezos in recent weeks has agreed to spend \$645 million to put the company into new product areas. He bought a 50 percent stake in Pets.com and 46 percent of Drugstore.com.

Earlier this week agreed to acquire three other online companies, including Exchange.com, which sells hard-to-find books and music.

The two other companies Amazon.com will buy are Accept.com, which works to simplify online transactions, and **Alexa Internet**, which offers a free service to help people navigate the web.

Bezos two weeks ago agreed to acquire LiveBid.com to add live events to its auction business.

Costs involved in the quarter for the acquisitions totaled \$25.3 million.

The company is also doubling its distribution centers. It has centers in Seattle and New Castle, Del., and will open expanded new centers this year in Fernley, Nev., and Coffeyville, Kan.

Bezos said Amazon.com also tripled its marketing in the quarter, to \$60.7 million from \$19.9 million a year earlier. Its product development costs jumped to \$23.4 million from \$7.3 million.

On Tuesday, the company launched a free electronic greeting-card service, which it believes will draw in additional new customers and users. The move helped boost its stock as much as 6.8 percent that day to a session high of 22 1/4 before it settled back to 20 13/16.

The Seattle-based company said that when costs related to mergers and acquisitions aren't included in the results, its pro forma loss was \$36.4 million, or 23 cents a share, which beat Wall Street analysts prediction of 29 cents a share.

-JEFF BEZOS CEO -BOOK VALUE (chart)

[Return to Headlines](#)

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D M NEWS

New York, NY

Circ- 36,612
Weekly

MAY 3, 1999

**Bacon's****WEB MARKETING NEWS**

Jotter Plugs Stickiness of Organizer Tool

Firm expects advertisers to flock to target interested subscribers

By Victoria Hall

Software firm Jotter Technologies, Edmonton, Alberta, is hoping to keep subscribers longer with its personal organizer and Web management tool the company began offering for free from its Web site (www.jotter.com) last month.

The package is another in a recent spate of organizer-type offerings from Internet

companies seeking to get people to store important dates and other information with them. The goal is to hold Net surfers' attention and to be able to learn enough about their habits and interests through registration information to charge a premium for targeted ads.

Jotter subscribers indicate their interest in various categories — such as cars, PCs, travel and music — when they download the program. Jotter also sends e-mail reminders of upcoming important dates and stores user names and passwords to various Web sites.

Advertisers can target subscribers with Jotter's reminder function. PC Flowers, for example, sends ads along with birthday and anniversary reminders. Jotter Technologies charges advertisers \$20 to \$25 per thousand impressions.

About 2,000 subscribers have downloaded the program so far. The company estimates it will have 500,000 subscribers by the end of the year and 1 million in the next 12 to 18 months.

The company plans to launch a print and radio campaign this fall and has announced a cooperative advertising agreement with the search engine MiningCo.com (www.miningco.com). Jotter Technologies expects to announce similar agreements with other search engines, and it is negotiating with large online merchants such as booksellers.

It also offers incentives to subscribers. "If you get a friend to register with us, then you get discounts on products from our commerce partners," said Barbara Sargenti, vice president of marketing and business development.

Organizers in this category differ slightly in tools they provide, but the premise is the same: Applications downloaded for personal use that stay with the user throughout Web sessions track passwords, help in completing Web-based forms and provide electronic reminders.

"We have attracted advertisers through a combination of word-of-mouth and online advertising," Cynthia Lohr, director of corporate communications for rival content management provider Alexa. "We have related links and are integrated into Internet Explorer 5.0 and Netscape's What's Related feature. To date, we have 2 million installs of the product."

Bridget Leach, content management industry analyst with the Giga Group, Boston, predicted the category will continue to grow because commerce is increasing on the Web.

"Advertising is one way that online media sales can achieve a revenue model without selling subscriptions, and the Web is capable of supporting this. It enables more targeted information to be delivered in a more targeted context," she said. ■

The New York Times

THE NEW YORK TIMES, MONDAY, MAY 3, 1999

Alexa's Crusade Continues Under Amazon.com's Flag

It began as a crusade: to archive for posterity the entire contents of the World Wide Web, which had reached some 13 trillion bytes at the latest count.

But last week, this crusade by Brewster Kahle had a big commercial payoff. His three-year-old company, Alexa Internet, was acquired by the on-line retailer Amazon.com for nearly \$300 million.

Alexa's Internet software is part Web browser, part navigation service; users download free from the Alexa.com Web site. After that, whenever the user calls up any Web page, the software lists four other recommended sites, based on the Web searching patterns of other Alexa users.

Mr. Kahle calls the approach contextual navigation, and Netscape Communications, which is owned by America Online, has folded Alexa into the latest version of its browser. While questions remain about what Amazon.com intends to do with Alexa and its technology, Mr. Kahle insists that the acquisition will give his company plenty of independence.

"We're trying to be part of the Internet infrastructure, much like the search engines have become," he said.

Mr. Kahle, who was a founder of the supercomputer company Thinking Machines in 1983, moved on to the Internet search business. In 1989, well before the World Wide Web took hold, he developed the Wide Area Information Server — or WAIS — for searching distant data bases on the Internet. Mr. Kahle sold that company, WAIS



Peter DaSilva for The New York Times

Brewster Kahle's Alexa Internet, bought by Amazon.com, will operate separately.

Inc., to America Online three years ago for \$15 million in stock, which he used to bankroll Alexa Internet.

Amazon.com has said it will let Alexa continue operating as a separate company with its own headquarters in San Francisco, rather than folding it into the Amazon.com corporate structure and moving it to Seattle, as the company has done with nearly every other acquisition.

The name Alexa refers to the library of Alexandria, where the ancient Greeks tried to amass the world's knowledge. Mr. Kahle said his deal included a promise by Amazon's chief executive, Jeff Bezos, to let him continue Alexa's ambitious project to archive the Internet.

Last year, Alexa provided the Library of

Congress with a first installment — 44 tapes containing 2 trillion bytes of Web data, the equivalent of 500,000 Web pages. Of course, since the Web continues to grow by thousands of pages a day, cataloguing it all could be a never-ending task.

Unfortunately, someone has already taken the Internet address Sisyphus.com.

LAURIE J. FLYNN

From: geoff@alexa.com (Geoff Mack)
To: <dia@alexa.com>,
"cynthia lohr" <cynthia@alexa.com>
Subject: testimonial
Date: Thu, 6 May 1999 10:49:23 -0700
X-Mailer: Microsoft Outlook Express 5.00.2014.211

here's a major testimonial:

"Pro-Alexa"

Posted by **David Klawitter** on 07-May-99 at 00:29 AM (AEST)

Maybe it's time to explore methods on how to use Alexa services to the Web developer's advantage. I consider Alexa to be an invaluable productivity tool for Web management. Here are a number of ways I have found this program useful.

TRAFFIC STATS-

Assuming that Alexa data represents an accurate sample of current Web user's: Alexa traffic rankings can be invaluable. A quick comparison of Alexa rankings with other sources (such as Hitbox stat's) suggested to me that Alexa rankings have some validity. With the assumption that Alexa rankings are valid; I have used them to evaluate marketing avenues.

Example 1: Competing Web site A- initiates a large banner-ad campaign on large portal web sites. Monitoring Alexa rankings I can make a relatively cost-free judgement if this is a method I wish to try. That is, did their traffic stats increase after the banner ad.

Example 2: Competing Web site B- initiates a national advertising campaign for their web site (say for example USA Today Ad's). Again, tracking their rise/fall in Alexa ranking gives me an good idea if this method will be cost-effective for my site.

ARCHIVED PAGES-

Example 3: I find my web pages located on another web site with the web site URL still included in the meta-tags. My attorney sends a letter demanding the pages be removed. Instead of removing the pages the next day they simply remove the URL from the meta-tags. Since Alexa had a copy of the original page I could immediately demonstrate the page theft and the feeble attempt to cover-up the theft. The pages were removed.

CONTACT INFORMATION-

Example 4: My client calls me to let me know of an article in a local entertainment periodical about the greatest Web Development firm in the state. While still on the phone I check the URL of the site then pull up Alexa's Contact page. Guess what? The Web Development firm is owned by the same people that put out the magazine that wrote the article. The client was no longer impressed.

I could keep going with more ways I have found Alexa useful, but hopefully these 4 examples make my point.

David Klawitter
Graphics i.e. Internet Development

From: glee@alexa.com (Glee Harrah Cady)
To: "Cynthia Lohr" <cynthia@alexa.com>
Subject: excerpted in today's CyberBrief
Date: Thu, 6 May 1999 11:18:09 -0700
X-Mailer: Microsoft Outlook 8.5, Build 4.71.2173.0
Importance: Normal

"Latest Acquisitions Show Amazon Aims to Redefine Retailing"
Internet World (05/03/99) Vol. 5, No. 17, P. 1; Andrews, Whit

Amazon.com made three acquisitions recently that will expand its product line and may give a new definition to Internet retailing. The three recently acquired companies are Exchange.com, Accept.com, and Alexa. Exchange.com is a purveyor of hard-to-find used books and used music, as well as a conductor of auctions. Less is known about Accept.com, although analysts say that it is a new company that appears to help businesses start sales operations on the Internet. Alexa sells advertising-funded navigation guides that are usually placed in a supplementary window on Web browsers. These guides usually suggest other Web pages that are related to the one surfers are viewing. Industry watchers expect Alexa to allow Amazon.com to use its browser windows to direct surfers to live auction updates, make purchase recommendations from its own product lines, and relay customer service messages. Because Amazon will not disclose any details on its strategy, most analysts are still in the dark as to exactly what Amazon.com plans to do with these acquisitions. However, all agree that the company is attempting to expand its product lines and revenues just as aggressively as it did with its sales categories when it first started.

X-Mailer: Microsoft Outlook Express Macintosh Edition - 4.5 (0410)

Date: Thu, 13 May 1999 11:39:43 -0700

Subject: Alexa for IE hit!

From: "Jill Pagliaro" <jill@antennapr.com>

To: Quimby Mills <quimby@antennapr.com>
, Christine Gasparac <christine@antennapr.com>
, Cynthia Lohr <cynthia@alexa.com>

Alexa for IE pick up!

Scroll down to bold...

Internet Update

Martyn Williams, Newsbytes

05/13/1999

Newsbytes News Network

(c) Copyright 1999 Post-Newsweek Business Information, Inc. All rights reserved.

TOKYO, JAPAN, 1999 MAY 13 (NB). This is a roundup of new and updated resources and services on

the global Internet including: preparing for online romance day; Alexa for IE released; restaurant guide

and review; the Guardian adds archives; US federal government statistics; nothing but Yellowstone.

Preparing For Online Romance Day

Tomorrow, May 14, is "international online romance day." If you're preparing to make sparks fly across

the net, Match.com provides some suggestions for making a good first impression: make sure you spell

check and proofread your message; start with an abridged version of your life, too much detail is bad; be

less than perfect and mention some of your faults; show a genuine interest in your cyber friend's world

and life; and most of all, have fun! Match.com is a leading Internet dating service. World Wide Web:

<http://www.match.com>

Alexa For IE Released

After becoming a favorite with Netscape Navigator users, Alexa Internet has released a new version of its product for use with Microsoft's Internet Explorer. Alexa, which runs with the browser, offers information on the site currently being accessed, data on popular sites on the Web and easy access to a search function. World Wide Web: <http://www.alexa.com>

Restaurant Guide And Review

Zagat Survey, publisher of one of the best-selling restaurant and hotel guides, has launched a Web site.

Visitors will find a database of over 17,000 restaurants in 20 cities with more promised. Users can submit

their own reviews or read those from other visitors. The database includes details such as Zagat rating,

cost, cuisine, location and special features. World Wide Web: <http://www.zagat.com>

The Guardian Adds Archives

British newspaper The Guardian has added an archive section to its recently launched Guardian Unlimited

site. You can now access, for no cost, a database of articles from the Guardian and its Sunday sister

newspaper The Observer going back to September 1, 1998. World Wide Web:

<http://www.guardianunlimited.co.uk>

US Federal Government Statistics

The FedStat Web site brings together statistics from the more than 70 agencies in the United States

Federal Government that produce statistics of interest to the public. Maintained by the Federal

Interagency Council on Statistical Policy, the site is intended to provide easy access to the full range of

statistics and information produced by these agencies. World Wide Web:

<http://www.fedstat.gov>

Nothing But Yellowstone

The Total Yellowstone page has just about everything anyone heading to this famous nation park needs to

know. You can find information, resources, pictures and sounds of the park including maps of popular

areas. The site is organized by subject and attraction so you can find the geysers or hiking trails easily.

World Wide Web: <http://www.yellowstone-natl-park.com>

Reported By Newsbytes News Network, <http://www.newsbytes.com>

Jill A. Pagliaro

BUSINESS

Business digest

Amazon.com to pay about \$450 million for two companies

Seattle online retailer Amazon.com Inc. will pay about \$250 million in stock for Alexa Internet, which offers a free service to help people navigate the World Wide Web, and \$200 million mostly in stock for e-Niche Inc., a seller of rare books and music that does business on the Internet as Exchange.com.

The prices were disclosed in a regulatory filing with the Securities and Exchange Commission. The e-Niche purchase includes \$4 million cash. The purchase of the closely held companies is expected to be completed this quarter, Amazon.com said.

Amazon.com announced three acquisitions, including Alexa Internet and e-Niche, on April 26 for \$645 million, but didn't specify how much they paid for each company. The third company, Accept.com, a developer of programs to simplify online transactions, wasn't mentioned in yesterday's filing.

San Francisco **Business Times**

SAN FRANCISCO • EAST BAY • PENINSULA • NORTH BAY

www.amcity.com/sanfrancisco Volume 13, Number 42

May 21-27, 1999 \$1.50

Amazon spends \$250M for Alexa Internet

Speaking of funny money, **Amazon.com** disclosed last week some details of its April 24 purchase of **Alexa Internet**, the web-browsing tool company that occupies cool digs in the Presidio.

Here's one eye-popping detail: Amazon paid \$250 million in stock for Alexa, a company that brought in about \$370,000 in revenue last year, according to an Amazon filing with the Securities and Exchange Commission.

Hats off to Alexa founder and chief executive **Brewster Kahle**, who no doubt can now afford to buy a plush home near his office.

X-Mailer: Microsoft Outlook Express Macintosh Edition - 4.5 (0410)
 Date: Thu, 27 May 1999 09:11:38 -0700
 Subject: Brewster in USA Today!
 From: "Jill Pagliaro" <jill@antennapr.com>
 To: Cynthia Lohr <cynthia@alexa.com>
 , mindy <mindy@antennapr.com>
 , Christine Gasparac <christine@antennapr.com>

This article mentions Brewster and the Internet Archive; not Alexa, though.

LIFE

Answer Desk

Some Web sites never die in drive to archive

Tamara E. Holmes

05/26/1999

USA Today

FINAL

Page 04D

(Copyright 1999)

Q: Do Web pages stay on the Internet forever? If I were to create a Web page, would there be any way for me to take it down if I changed my mind?

A: Web pages can be taken down. Every page resides on a server provided by a Web hosting company. For example, if you have America Online and you post a page using the service, your page will reside on AOL's servers until you or AOL take it down. That's why you'll sometimes go to a site and find that it has moved or no longer exists.

Also, there have been many cases of pages being taken down by hosting services because of violent, hate-filled or other controversial content. Of course, sites can easily be copied and reproduced. If you click on the word "Source" under the View menu of your browser, you'll see the hypertext markup language coding of that page, which will allow you to re-create it. If you post a page and someone creates a "mirror" site -- that is, a replica of your page -- on another server, that replica could exist long after you decide to pull down your page.

A formal effort to archive the Internet is being conducted by Brewster Kahle, a computer scientist and inventor who wants to preserve Web pages for historians and scholars in the future.

Kahle uses small programs called robots to automatically search for and record Web pages, but there is coding that you can include on your site to prevent these programs from archiving your site. For more information and an explanation of what coding to include to ensure that your page is not archived, visit www.archive.org.

Q: What does it mean to "map a drive"?

A: That generally is a networking term. Every drive on your computer is assigned a letter on your PC. For example, your computer's hard drive is most likely assigned the letter C and is frequently referred to as your C:

drive. Your disk drives and CD-ROM drive also are assigned letters. If your computer is part of a network, that network also is assigned a letter on your PC. The process of assigning a letter to a network drive is called mapping.

Q: Can I get to DOS through Windows without rebooting my PC?

A: If you look in your Start menu and click on Programs, you should see an option for accessing your MS-DOS prompt. The prompt is the series of symbols (usually C:\...) that appears on your PC when the program is in DOS mode and ready for you to enter DOS commands. You also can get to DOS by clicking on Run in the Start menu, typing "command" and clicking on the Enter key. Before you try going to your DOS prompt from Windows, it's a good idea to save what you've been working on and close any applications you have running.

TEXT OF INFO BOX BEGINS HERE

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- * Gadget/Software Reviews, spotlight on hot technology products.
- * Shareware Shelf, programs to download.

Jill A. Pagliaro
Antenna Group, Inc.
(415) 977-1938 direct
(415) 896-1094 fax

